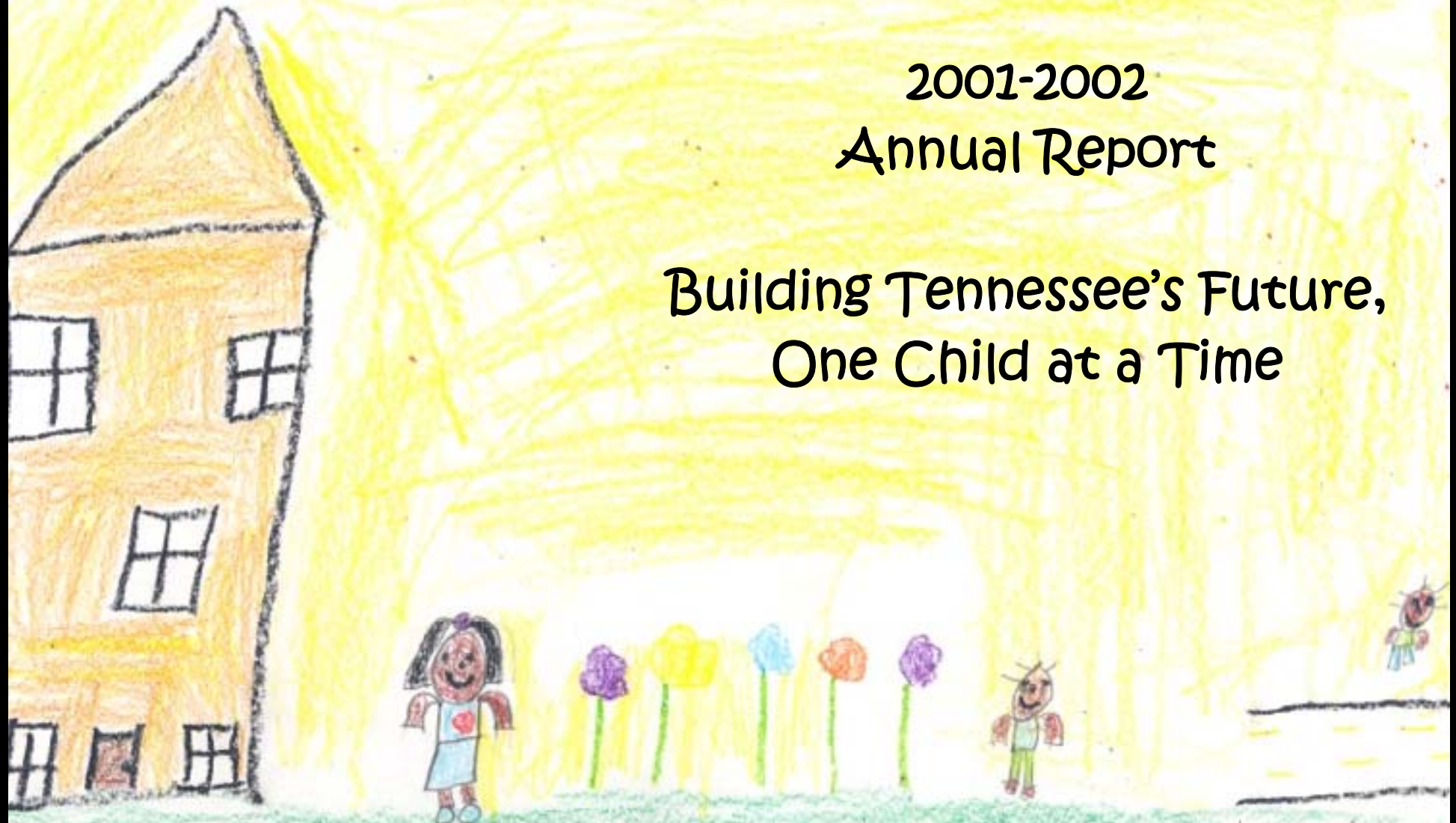


# Tennessee Department of Children's Services

2001-2002  
Annual Report

Building Tennessee's Future,  
One Child at a Time



# Tennessee Department of Children's Services

## 2001-2002 Annual Report



Building Tennessee's Future, One Child at a Time

Department of Children's Services  
7th Floor Cordell Hull Building, 436 Sixth Avenue, North  
Nashville, Tennessee 37243-1290  
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Don Sundquist, Governor

Page B. Walley, Ph.D., Commissioner

<b>Overview .....</b>	<b>1</b>
Introduction .....	2
Mission, Vision and Goals.....	3
Overview of Children Served.....	4
Organizational Structure .....	6
<b>Safety.....</b>	<b>9</b>
Child Protective Services .....	10
Family Support Services .....	12
Child Abuse Prevention Grants .....	12
Social Services Block Grant .....	13
<b>Permanency.....</b>	<b>15</b>
Foster Care .....	16
Kinship Care .....	19
Relative Caregiver Program .....	19
Adoption Services .....	20
Independent Living .....	22
Tennessee Preparatory School .....	23
<b>Child and Family Well-Being.....</b>	<b>25</b>
Family Crisis Intervention Program .....	26
Health Advocacy Program .....	26
Education Division .....	27
<b>Juvenile Justice .....</b>	<b>29</b>
Juvenile Court Grants.....	30
Juvenile Education Academies .....	31
Probation and Aftercare .....	31
Intensive Aftercare Program .....	31
Community Intervention Services .....	32
Community Residential Programs .....	32
Specialty Programs .....	33
Youth Development Centers .....	34
Special Populations .....	35
Victim's Assistance Program .....	36
<b>Systemic Support of Goals .....</b>	<b>37</b>
Fiscal Services .....	38
Personnel .....	39
Compliance .....	40
Information Resources .....	40
Legal Services .....	41
Policy, Planning and Research .....	41
Quality Assurance .....	42
Resource Development .....	42
Training and Development .....	42

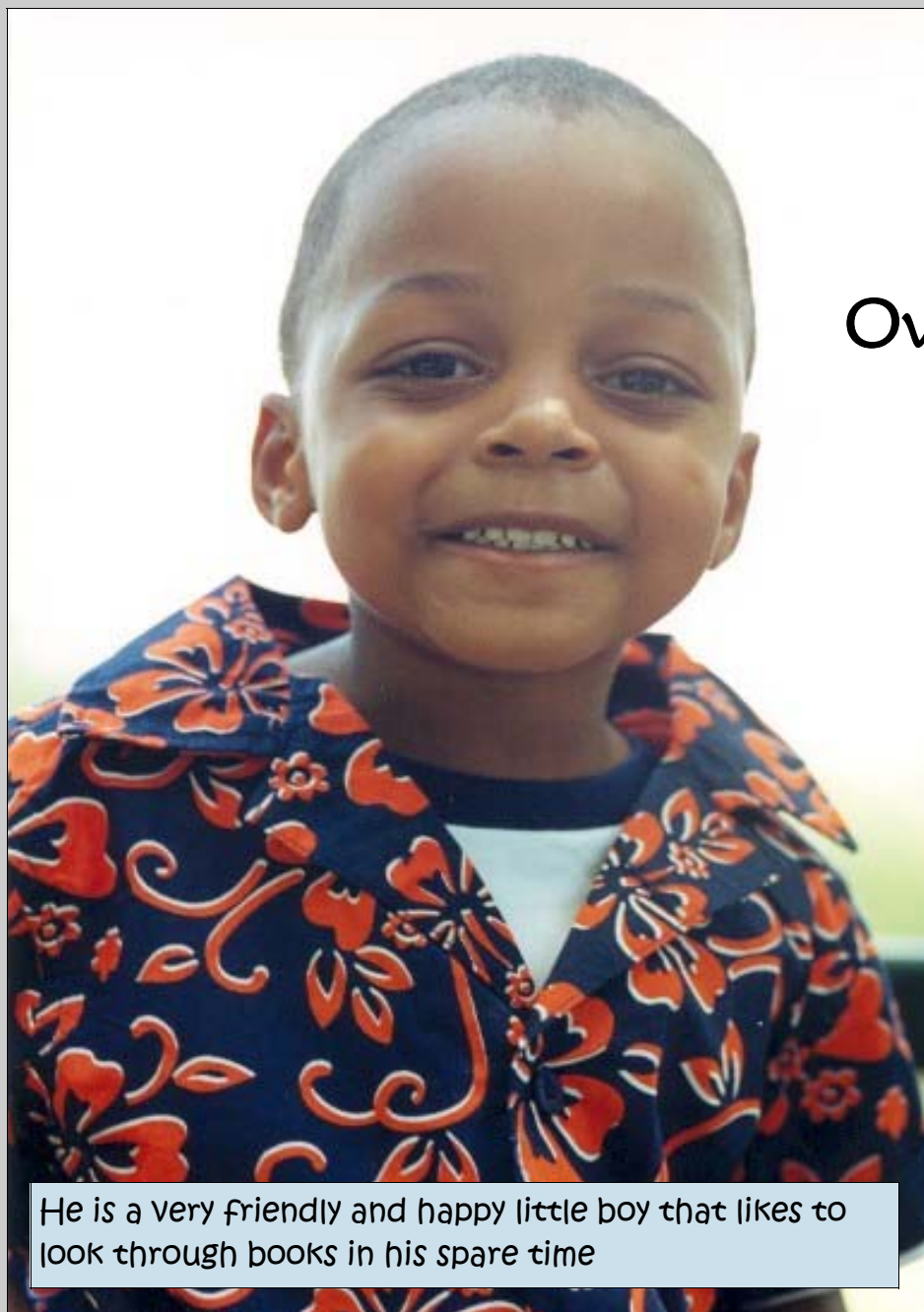
<b>DCS Statistics .....</b>	<b>45</b>
<b>Strategic Plan Summary .....</b>	<b>54</b>
<b>Glossary .....</b>	<b>55</b>
<b>List of Tables</b>	
Table 1: Children Entering and Exiting Custody by County .....	46
Table 2: Children Remaining in Custody by County .....	48
Table 3: Children in Custody by Region and Gender .....	50
Table 4: Children in Custody by Region and Age .....	50
Table 5: Children in Custody by Region and Race/Ethnicity.....	51
Table 6: Children in Custody by Age, Gender and Race .....	51
Table 7: Children in Custody by Placement Settings .....	52
Table 8: Discharge Reasons for Children Exiting Custody .....	52
Table 9: Direct Service Staff Vacancies .....	53
Table 10: Average Annual Salary for Case Managers .....	53
<b>List of Figures</b>	
Figure 1: Children in DCS Custody on the Last Day of Each Fiscal Year—1995-2002 .....	4
Figure 2: Children Entering and Exiting Custody by Month Fiscal Year 2001-2002 .....	5
Figure 3: Length of Stay in Months by Adjudication Fiscal Year 2001-2002 .....	5
Figure 4: Department of Children's Services Organizational Chart..	7
Figure 5: Department of Children's Services Regional Map .....	8
Figure 6: Number of Reports Assigned for Investigation FY97-98 through FY01-02 .....	11
Figure 7: Children in Custody by Age Group and Adjudication on June 30, 2002 .....	17
Figure 8: Children in Custody by Race and Ethnicity on June 30, 2002 .....	17
Figure 9: Children in Custody by Gender and Adjudication on June 30, 2002 .....	18
Figure 10: Number of Children Experiencing Adoptive Placements and Finalized Adoptions FY 96-97 through FY01-02.....	21
Figure 11: EPSDT and Dental Screen Completion Rates January 1999 though June 2002.....	27
Figure 12: FY01-02 Expenditures .....	39
Figure 13: FY01-02 Revenue .....	39

## Introduction

Vision, Mission and Goals

Overview of Children Served

Organizational Structure



He is a very friendly and happy little boy that likes to look through books in his spare time



## Introduction

### Department of Children's Services

The 2002 Annual Report of the Department of Children's Services (DCS) is an overview of the accomplishments, performance, and programs and services of the agency. The report gives descriptions of major programs and services provided by the agency, as well as of divisions that provide systemic support for the operation of the department.

Since its creation in 1996, the Department of Children's Services has been the state agency responsible for meeting the needs of children in state custody or at risk of entering custody, and their families. DCS strives to protect children from abuse and neglect, provide care for children who cannot remain in their own homes, promote the stability of families, and rehabilitate delinquent youth through residential or community-based treatment. The department works with families to resolve issues that may threaten the safety and well-being of children. If necessary, DCS provides for temporary out-of-home care for children whose safety is in jeopardy in their own home, and works with the family and other involved parties to achieve permanency and stability in the child's living situation. For children who cannot return to their previous home environment, the department works to provide a nurturing home for children such as with relatives who can care for the child, or a permanent placement through adoption.

In fiscal year 2001-2002, DCS was challenged in numerous ways to closely evaluate the child welfare service delivery system and to continue to make improvements that will better

meet the needs of the children and families the department serves. During this fiscal year, the department was in the third year of implementing a three-year reform plan developed in consultation with the Child Welfare League of America (CWLA). In FY 01-02, the class-action lawsuit filed against the department on behalf of children who are or will be in custody (*Brian A., et al., vs. Don Sundquist et al.*) was settled. The *Brian A.* settlement agreement outlines standards regarding how services are to be delivered, as well as outcome and performance measures that must be met for successful resolution of the settlement agreement.

In 2002, the Tennessee Department of Children Services (DCS) also participated in the federal Child and Family Services Review (CFSR) administered through the Administration on Children and Families (ACF). The purpose of the review process is to examine the experiences of children and families involved with state child welfare systems, to evaluate state conformity with federal child welfare regulations outlined in Titles IV-B and IV-E of the Social Security Act, and to help states improve their ability to improve outcomes for the children and families they serve. The CFSR focuses on areas of safety, permanency, and well-being for children and their families. The review consisted of examination of state data, a statewide self-assessment, an on-site review of 50 cases, and interviews and focus groups with state and community stakeholders. DCS will develop a Program Improvement Plan beginning fiscal year 2002-2003 in response to the findings of the CFSR.

### Accomplishments for FY 01-02

- \* 922 children experienced finalized adoptions
- \* 372 staff positions were added
- \* The supervisor to case manager ratio was reduced to 1:6 for units managing custodial caseloads
- \* Custodial caseloads were reduced
- \* Children in Level 1 facilities and group homes were reintroduced into local school system settings
- \* Training sites were created in the regions
- \* 12 educational specialists and 12 educational attorneys were hired to represent and advocate for educational opportunities for children in custody or at risk of entering custody
- \* The Quality Assurance Division was created
- \* The Permanency Support Units were created
- \* The Compliance Division was created to ensure compliance with the *Brian A.* settlement agreement
- \* The Technical Assistance Committee, comprised of child welfare experts, was established to assist in the implementation of the *Brian A.* settlement agreement
- \* The department achieved 94% EPSDT completion rates and 87% dental screen completion rates by June 2002
- \* All four Juvenile Education Academy (JEA) programs had a 93.6% success rate for custodial prevention
- \* The four Youth Development Centers had an average accreditation rating of 99.7% with the American Correctional Association

## DCS Vision

Tennessee will be a place where all children and families can grow in nurturing communities, in safety, in good health, and with hope for the future.



## DCS Mission

The Department of Children's Services, in cooperation with families, local communities, juvenile courts, and schools, will provide timely, appropriate, and cost-effective services for children in state custody and at risk of custody, so these children can strive to reach their full potential as productive, competent, and healthy adults.



## DCS Goals

1. Provide appropriate care for children and youth in state custody close to home and return them to their families or provide for permanency in a timely manner
2. Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders
3. Increase community involvement, local decision-making and accountability for funding and services
4. Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner

## Overview of Children Served

The Tennessee Department of Children Services touches the lives of tens of thousands of vulnerable children across the state. Services to these children range from investigating allegations of abuse or neglect to placing for adoption children who are in need of permanent families. During fiscal year 2001-2002, concerned community members made 56,335 referrals to DCS Child Protective Services. The department cared for approximately 17,713 children in out-of-home placements during FY01-02. In-home services were provided to 6,394 children through the Family Crisis Intervention Program; 8,303 families received targeted case management and purchased services through the Family Support Services program; and 5,069 children received services through Probation and Aftercare Services.

As illustrated in Figure 1, the number of children in DCS custody on the last day of the fiscal year has slowly declined over the past eight years. There is an 11.21% decrease between the high of 11,386 in FY95-96 and the low of 10,103 at the end of FY01-02. The number of children entering and exiting custody fluctuates monthly, as shown in Figure 2. During FY01-02, the largest number of entries into custody occurred during September and the largest number of exits from custody during August. The average length of stay of children/youth who exited custody during FY01-02 varies by adjudication type. (See Figure 3) Children adjudicated dependent/neglected had a median length of stay of 12.2 months, compared to 10.5 months for children adjudicated unruly and 10.5 months for youths adjudicated delinquent. Additional descriptive information on the children in custody during FY01-02 is provided on pages 17-18, as well as county-specific information is provided in Department Statistics beginning on page 46.

56,335  
Referrals of abuse and neglect were received

33,532  
Referrals of abuse and neglect were investigated

6,944  
Children entered state custody

7,555  
Children exited state custody

833  
Children were reed for adoption

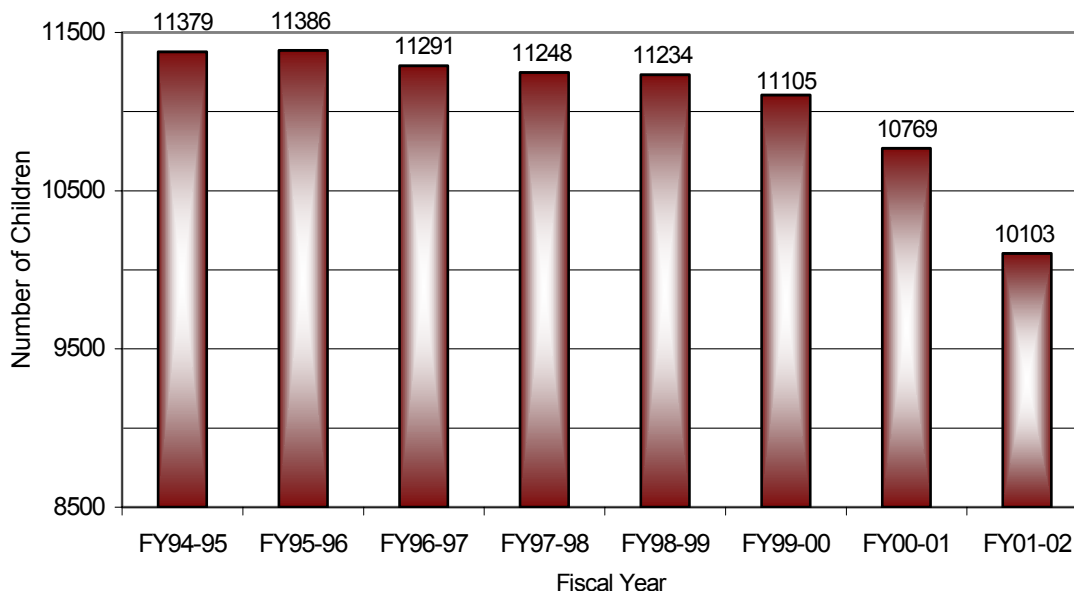
915  
Children were placed in adoptive homes

922  
Children experienced finalized adoptions

6,394  
Children were diverted from custody through the Family Crisis Intervention Program

5,069  
Children were served in their communities through Probation and Aftercare Services.

**Figure 1. Children in DCS Custody on the Last Day of Each Fiscal Year 1995 through 2002**



## Overview of Children Served

Figure 2. Children Entering and Exiting Custody Fiscal Year 2001-2002

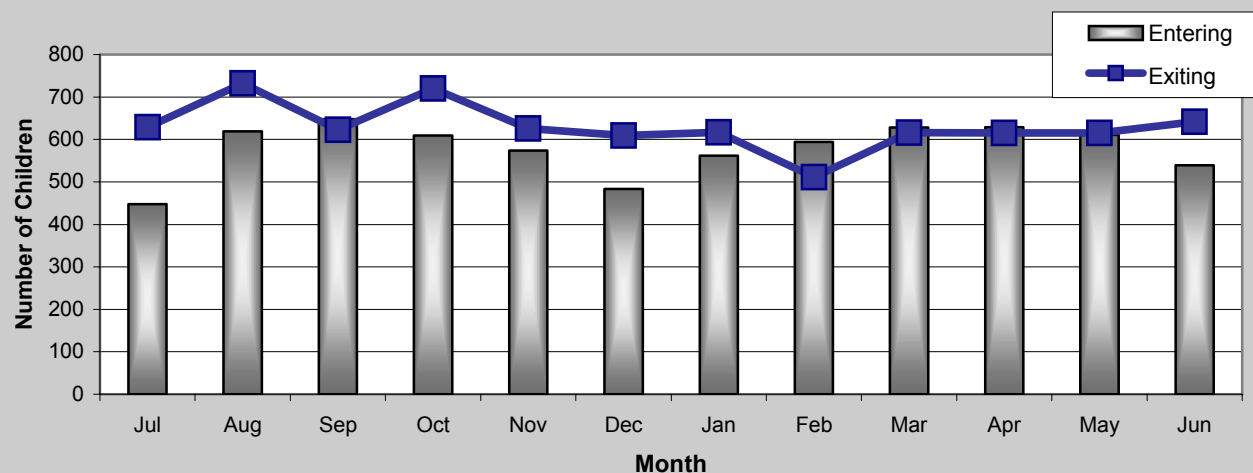
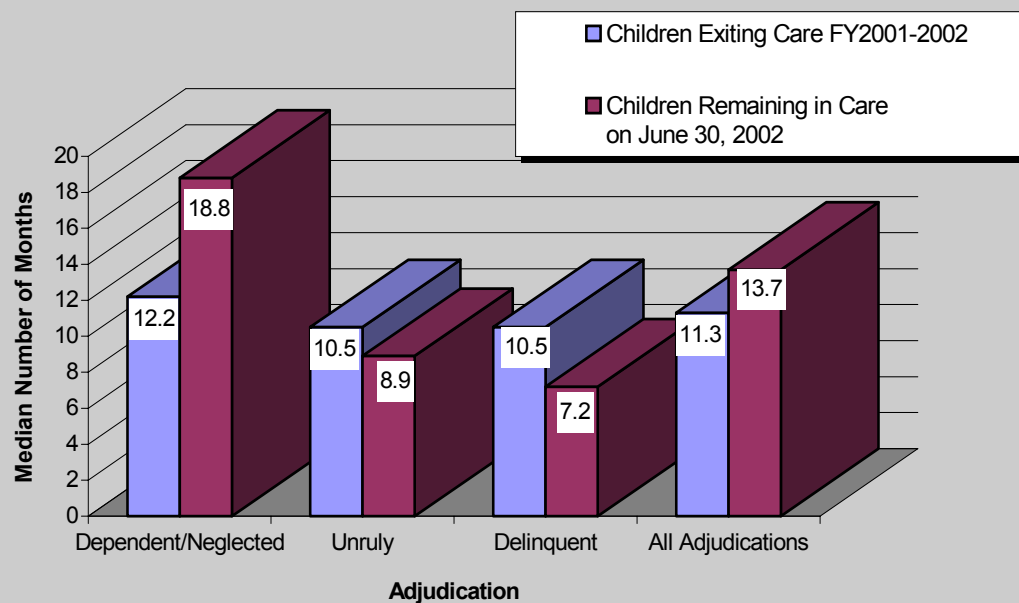


Figure 3. Length of Stay in Months by Adjudication Fiscal Year 2001-2002





## Organizational Structure

In fiscal year 2002, DCS services were provided by approximately 3,800 employees across 12 regions (map of regions shown on page 8). At the state level, administrative oversight and support of departmental functions were provided from the central office in Nashville by three primary divisions: Program Operations, Departmental Treatment Facilities, and Fiscal and Administration Services. In each of the 12 regions, a regional administrator manages program operations for CPS and custodial services, fiscal matters, and personnel.

In order to provide services to families of children at risk of entering state custody, the department contracted with one Community Services Agency (CSA) in each region. Through the Family Support Services (FSS) program, the CSA staff provides targeted case management services, purchased services, and flexible funding to these families. The Family Crisis Intervention Program (FCIP) focuses on providing case management services to children who display unruly behaviors and their families.



Commissioner Page B. Walley, Ph.D.



Deputy Commissioner Bo Irvin

Figure 4. DCS Organizational Chart

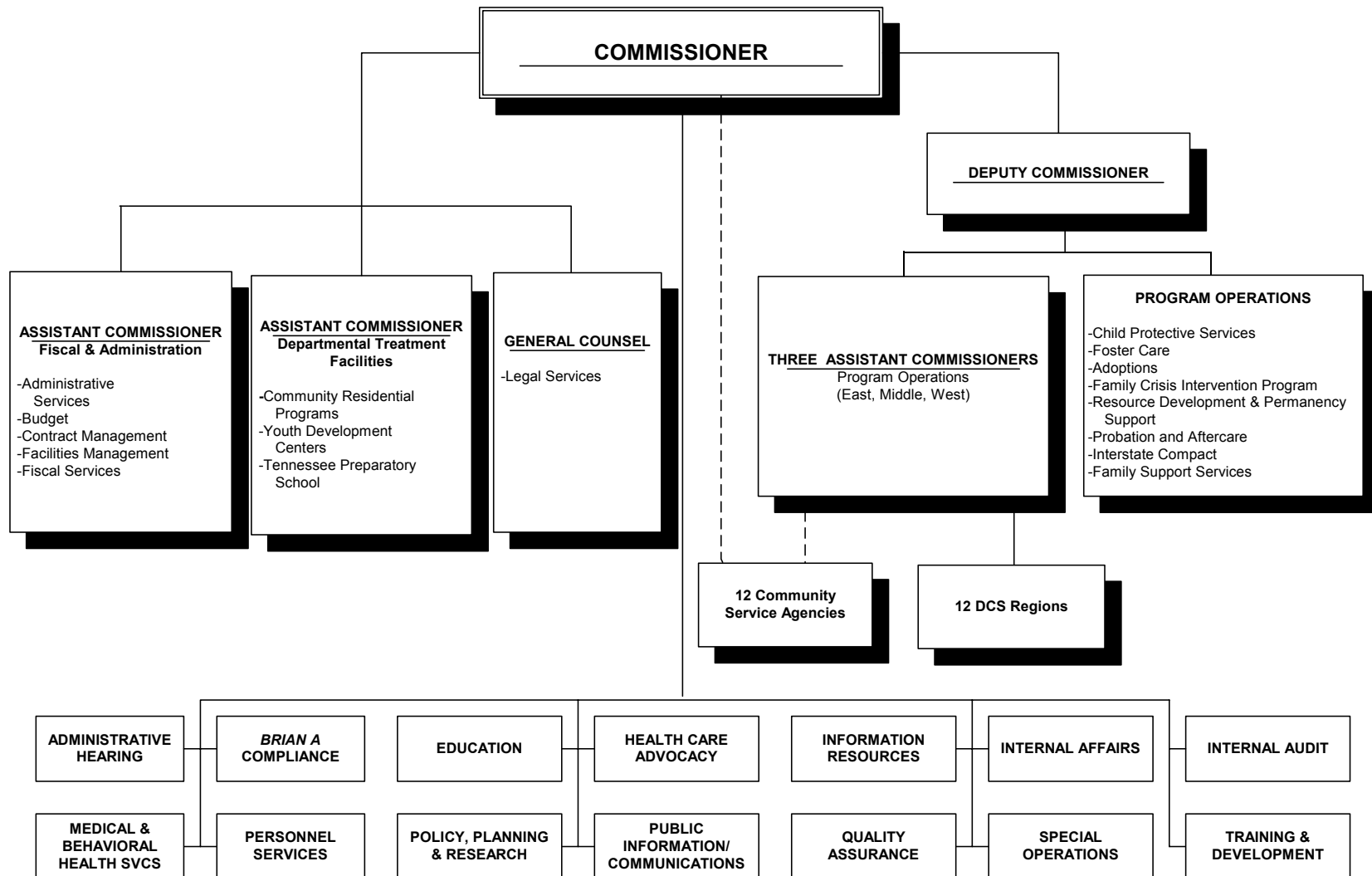
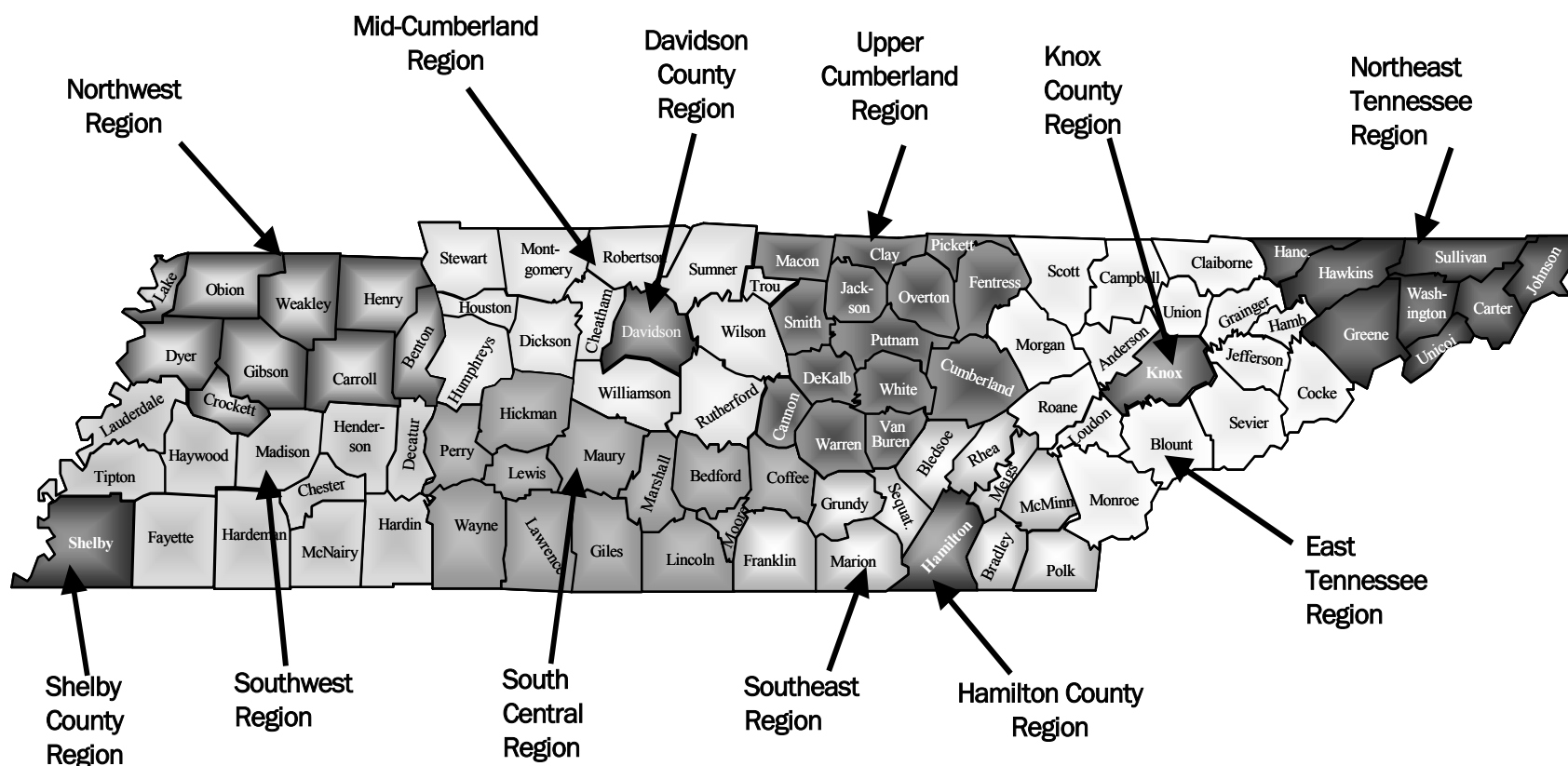


Figure 5. Department of Children's Services  
Map of Tennessee Regions



Child Protective Services

Family Support Services

Child Abuse Prevention Grants

Social Services Block Grant



"I want a family who will love me and let me have a pet, and who likes to do lots of things."



## Child Protective Services

The Child Protective Services (CPS) division of the Department of Children's Services strives to protect children whose lives or health are seriously jeopardized due to abusive acts or negligence. In order to provide child protective services, the department practices risk-oriented case management which includes: investigating referrals of child abuse and neglect; identifying the risk factors that contributed to the abuse or neglect; linking families to appropriate resources to reduce risks; evaluating the success of the intervention; and continuing services or closing the case, as is appropriate for the child and family.

Child Protective Services program staff meet yearly with the State Child Fatality Review Team and monthly with the Davidson County Child Fatality Review Team. Departmental team leaders serve on 33 child fatality review teams across the state. In November 2001, the Office of the State Medical Examiner asked Child Protective Services program staff to participate in the delivery of a full day of training on death scene investigations, special autopsy techniques and the role of Child Protective Services in child death investigations. The seminar, entitled, "The Forensic Seminar 2001," was designed to provide multidisciplinary training to law enforcement, medical examiners and emergency medical personnel.

In fiscal year 2001-2002, 56,335 referrals of abuse and neglect were received. Of those, 33,532 were assigned for investigation.

## Child Advocacy Centers

The department provides funding through grants to Child Advocacy Centers (CACs) across the state and to the Tennessee Chapter of Child Advocacy Centers. The CACs work with the department, local law enforcement and the district attorney's office to co-locate staff, revise and update their local protocols, and assess the needs of the children and their communities. The funding to CACs also facilitates training opportunities for the multidisciplinary Child Protection Investigation Team (CPIT) and the collection of data that is reported annually to the legislature.

In fiscal year 2001-2002, the state chapter provided a day-long training session on treatment of children with sexual behavior problems to more than 200 CPIT members. The department also entered into contracts with three CACs for DCS staff to be co-located at the centers with other members of the CPIT, and provided funds for seven forensic interviewer positions at four CACs. These interviewers are extensively trained and are utilized by CPIT to conduct interviews with alleged victims of child sexual abuse or severe physical abuse.



## Pilot Projects

In November 2001, the Child Sex Abuse Task Force studied two model programs: (1) an alternative community partnership model for a statewide child protection system to better serve children impacted by substance abuse and other related domestic violence; and (2) a specialized mental health court pilot project in Shelby County to serve as an alternative community-based method of dealing with persons who are mentally ill, developmentally disabled or dually diagnosed, or have a history of abuse of alcohol or other addictive drugs. The task force recommended that a three-county pilot study be funded and developed to evaluate the feasibility of implementing a "dual response" or "dual track" model as an alternative statewide child protective services system. The task force also recommended the funding of a pilot mental health court program in Shelby County. The pilot court would deal with criminal cases against non-violent mentally ill or substance abusing defendants who have repeatedly been caught in the "revolving door" of the criminal justice system through a supervised pre-trial or judicial diversion program of treatment and accountability.

## CPS Assist Team

The CPS Assist Team was approved by the state legislature in fiscal year 2001. The operational design and function of the team was created and recruitment of staff began in FY01-02. The Assist Team is composed of 26 staff that will be located strategically across the state to provide rapid response to large-scale investigations and to provide geographic coverage for reports of abuse/neglect involving foster homes, group homes, residential

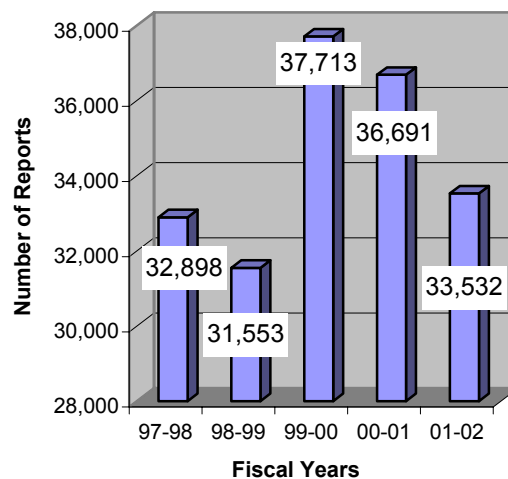
homes, day care centers, schools and other third parties.

The Assist Team will be responsible for the investigation of cases involving a child under the age of thirteen in which the child's family is not familiar with the alleged perpetrator. Once the Assist Team is operational, third party investigations will no longer be the responsibility of regional CPS staff. This will allow regional CPS staff to focus primarily on assessing risk and linking families with services to preserve family relationships whenever possible. The project should be fully operational during the upcoming fiscal year.

### Centralized Intake

DCS received funding in July 2001 to develop a statewide centralized intake to receive reports of child abuse and neglect 24 hours a day, 365 days a year. Toll-free numbers have been established for law enforcement and medical personnel for emergency response, as well as for the general public and communities. Centralized Intake will increase the department's capacity to receive and respond appropriately to allegations of child abuse and neglect by establishing statewide uniformity in screening and assignment of referrals and provide consistency in assignment of response priorities. Having staff dedicated to receiving reports will allow CPS case managers in the field office to use their time to investigate child abuse and neglect referrals, assess risk of children in those referrals and provide necessary services. Because of the magnitude of this project and transitions needed for field staff, three regions were chosen as pilot sites. Piloting of this project will begin in fiscal year 2003.

**Figure 6. Number of Reports Assigned for Investigation FY97-98 through FY01-02**



A referral was received concerning a family with four children all under the age of four. The report stated that the parents were neglecting the children, not addressing their medical needs and not keeping the house clean. When the CPS worker went to the home, the house was extremely cluttered and the mother reported being very depressed. She stayed at home with the children while the father worked; however, the father had recently lost his job, which supplied the family's insurance. As the case manager worked with the family, the parents cleaned up the house, the father was able to find another job with insurance for the family, and an appointment was made with a doctor to address some concerns about the twin boys. The parents revealed to the case manager that they were experiencing marital problems, and she was able to help them get services to support their marriage. The eldest child went to Head Start, and therapy sessions were set up for the twins. These parents were able to utilize these resources to overcome obstacles in their lives and to help their children. The family stayed together and the case was closed.

## Family Support Services

The Family Support Services (FSS) program provides community-based services to children who are at risk of entering state custody. The goal of Family Support Services is to provide quality, accountable, focused services to keep children and communities safe while empowering families to remain together. Services are provided directly by the Community Services Agencies.

The program also allows for the purchase of additional services and tangible goods for families as needed. The program was first implemented in the six eastern regions of the state beginning July 1, 2000. The statewide implementation was completed during fiscal year 2001-2002. The FSS program served over 11,000 children during FY01-02, 95.2% of whom did not come into state custody.

Family Support Services Data	
8,032	Children received targeted case management services (TCM)
6,012	Children received purchased services
8,303	Families receiving TCM and purchased services

"Jasmine" was an emaciated 6-week-old baby who suffered from severe nutritional and medical neglect. Her family was referred to Family Support Services for services. The case manager worked diligently to help the parents maintain custody of their children. She connected them to appropriate community resources, remained in constant contact with Jasmine to ensure her continued well-being, and obtained money through flexible funding when necessary. The parents did not meet all of the requirements of the safety plan, which resulted in the children being removed from their custody. When the case manager saw that Jasmine and her siblings were at risk of being placed in DCS custody, she helped the children remain safe in the home of their grandmother. The case manager assisted DCS in filing a petition that gave the grandmother temporary custody of Jasmine and her brothers and sisters.

After the grandmother obtained custody of the children, she moved to California in order to be closer to other family. The FSS team assisted the grandmother in obtaining financial assistance enabling them to make the trip to California safely.

## Child Abuse Prevention (CAP) Grants

The marriage license tax created from the Family Violence Shelter and Shelter Services and Child Abuse Prevention Act of 1984 allows revenue generated from that tax to be used in the form of Child Abuse Prevention (CAP) grants awarded by DCS to outside agencies. CAP grants provide funding to programs that offer prevention services through education, counseling, and parenting skills training to high-risk populations as well as to the community. These programs include early prevention services to first-time parents, teen parents, disabled parents, parents of disabled children, and parents who were abused as children.

Prevention education services are often geared toward children, and may include life skills classes, puppeteers and stage pro-





ductions. Education services may also include media campaigns. The more intensive prevention services are typically home-based, and may include parent training, parent support groups, parent help hotlines, and counseling focused on empowering both parents and child(ren).



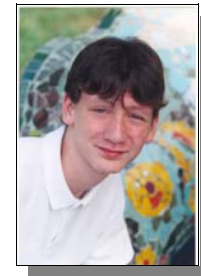
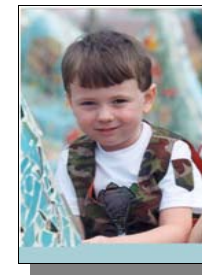
## Social Services Block Grant

Social Services Block Grant (SSBG) funds are used by the Department of Children's Services to support services provided directly by DCS staff and to purchase services through grants and contracts with other public, private, or state agencies. SSBG grantee agencies are required to give service priority to protective service clients who are authorized by DCS staff. SSBG funds cannot be used to purchase counseling and other services that are medically necessary, medically prescribed or medically oriented and provided under the direction of a physician, as these are reimbursable under TennCare. DCS purchases five types of services with SSBG funds:

- Protective services for children under 18 years of age who have been or are in imminent danger of being abused, neglected or exploited and who require services to prevent this from occurring. Family members, legal guardians and others identified by and approved by DCS may be served on behalf of the child. Services may include evaluation, counseling, treatment, and supervised visitation.
- Homemaker services are provided by qualified persons whose role is to model effective home management skills. Services are designed to provide for protective supervision or household assistance to families with children in need of these services.
- Child development services to children under six years of age who are at risk of abuse or neglect, who are at risk of or have manifested developmental delays,

or who have a verified handicap. These services are designed to foster physical, social, emotional and intellectual development through provision of comprehensive and preventive services. Also included in the target population are expectant mothers under the age of 18 who, along with their unborn child, are considered to be at risk for health, social, and emotional problems.

- Pregnancy and parenting services designed to assist pregnant and parenting teens in improving their decision-making and parenting skills in order to increase their ability to provide a healthy environment for their children.
- Childcare services involve the care, education, supervision and guidance of a child on a regular basis for less than 24 hours per day. All childcare providers must be regulated (licensed or approved by the appropriate agency). The Department of Children's Services purchases day care services for custodial children placed in foster homes and for non-custodial children to prevent custody placements. DCS purchases these child care services through a network of providers administered by the Tennessee Department of Human Services.











"David is an outgoing young man who loves art."  
Drawing is one of David's favorite pastimes.

Foster Care  
Kinship Care  
Relative Caregivers  
Adoption Services  
Independent Living  
Tennessee Preparatory School

## Foster Care

Foster care is a temporary living arrangement for children in state custody who are unable to remain in their homes of origin for a variety of reasons, including abuse, neglect, status offense charges, or delinquent charges. Foster care strives to support the efforts of the families caring for children in the state's custody while working to achieve permanency for each child in care. Foster parents are trained paraprofessionals who partner with DCS and private contractors to care for children.

The DCS Foster Care Program serves children in the custody of the state of Tennessee in out-of-home placements other than Youth Development Centers and juvenile detention centers. The program is a multi-faceted support network that includes foster care, kinship foster care, and independent living programs as well as auxiliary programs designed to support the efforts of foster care in Tennessee. On June 30, 2002 approximately 10,103 children were in state custody



in Tennessee. Nearly 54% (5,474) of these children were in community-based, family foster care placements.

In FY 2002 efforts focused on increasing the number of trained and available foster family homes in Tennessee. In the area of foster parent training, the department expanded the availability of pre-service training to foster parents with the addition of a video version of PATH training and the development of PATH support group training to kinship caregivers. These two additional delivery strategies have been combined with the traditional group delivery and individualized presentation to better meet the training needs of potential foster parents. Structure and staffing were put in place so that 144 PATH pre-service groups for potential foster care parents can be offered annually. The department also began targeted efforts to recruit foster parents, and realized a 6% increase in the number of available foster homes.

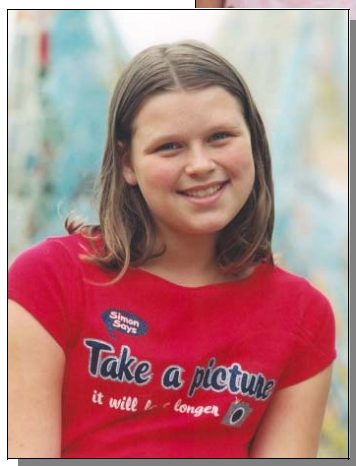
Following the *Brian A.* mandates for the placement of children, the department has seen a steady decline in the number of foster homes serving three or more children. Prior to *Brian A.*, foster homes could have up to six children in the home. Currently, when there are three or more children in the same home it relates directly to the placement of siblings in the same homes. A decrease has also been seen in the number of children placed long distances from their home counties. Long distance placements from a child's home typically result from the child being placed with a relative or in a setting designed to address a special need.



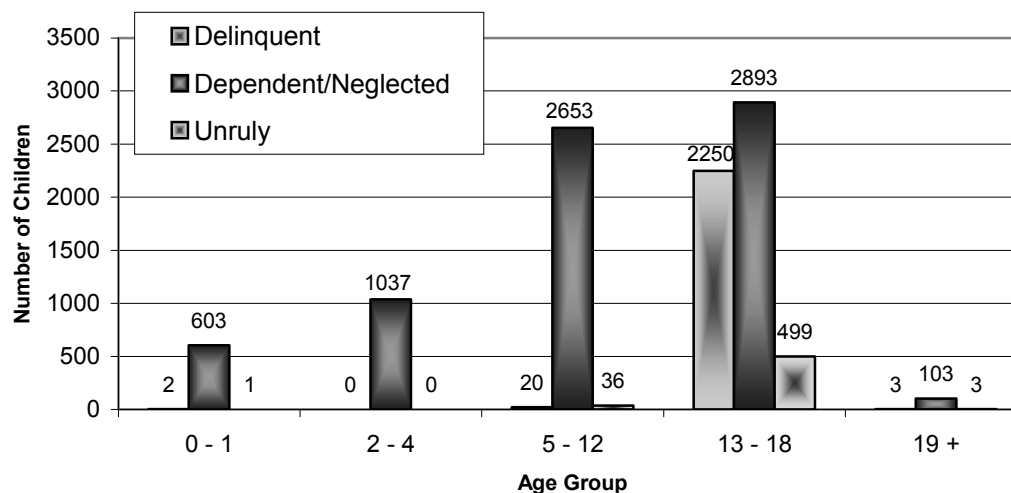
The department continues to support the efforts of the Tennessee Foster Care Association. The largest annual training conference was held in November 2001 at Paris Landing State Park. Over 500 foster and adoptive parents and staff were in attendance. The department also supported ongoing foster parent in-service training through a contract with the University of Tennessee in consultation with the Tennessee Foster Care Association. Through local and regional training efforts foster parents were provided training and support.

FY 2002 marked the introduction of the Family to Family model to the department's service array. This model of service provision is based on the idea that working with families within their communities is crucial. Through collaboration with and a grant from the Annie E. Casey Foundation, the department has obtained \$1.2 million to launch efforts to assist communities in taking an active role in the lives of their children. Through community-

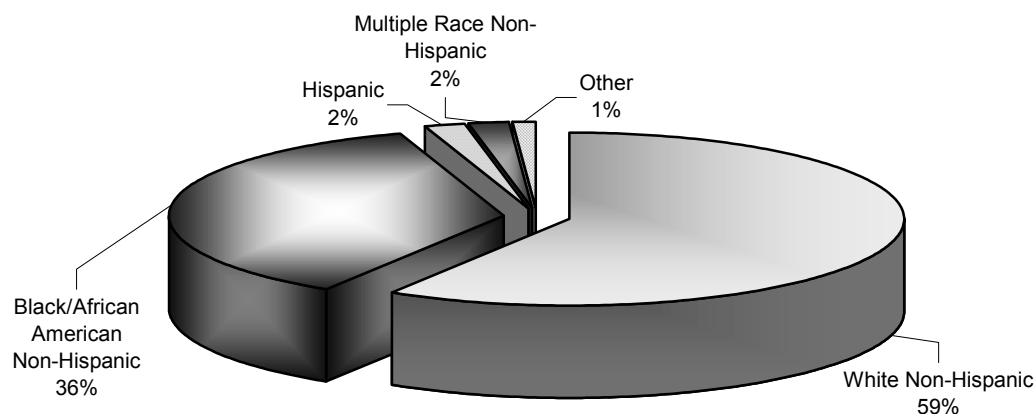
based partnerships and neighborhood targeting, the department has committed to ensuring that children are able to remain in their homes or, if they must enter custody, that they remain in their communities as a way to decrease feelings of loss and to increase the possibility of speedy reunification. The Annie E. Casey Foundation is supporting Family to Family pilot projects in Shelby, Davidson, and Sumner Counties.



**Figure 7. Children in Custody by Age Group and Adjudication on June 30, 2002**



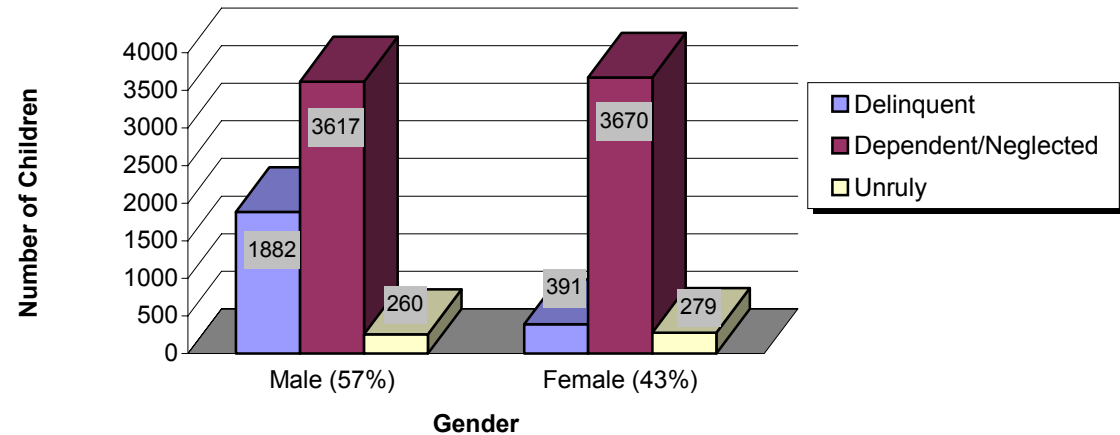
**Figure 8. Children in Custody by Race and Ethnicity on June 30, 2002**







**Figure 9. Children in Custody by Gender and Adjudication on June 30, 2002**



“Mary” had two young sons, ages 3 and 5. She also had schizophrenia. Mary and her sons came to the attention of DCS when, suffering a psychotic break, she thought that someone was trying to break in her home to harm her children. In her attempt to protect her sons, she threw them out of the second floor window of her apartment - fortunately they were not harmed. After the incident, Mary was hospitalized briefly and her sons went to a foster home, as they had no family in the state. Mary felt that her family would be unwilling to help since she had not maintained any contact with them, and reluctantly provided information on her mother and stepfather.

Mary’s family was contacted and Mary’s mother and stepfather and the boys’ fathers drove in from another state together to see about Mary and the children. At the hearing, the grandmother and the boys’ fathers were insistent that custody be shared between them and Mary. They came up with a plan for Mary to return to their state and for her and the boys to stay in the home with her mother and stepfather. Mary was able to receive outpatient treatment, and still have her children with her, as well as have the support from her family that she and her children needed.



## Kinship Care

The Kinship Foster Care Program provides the same support to relative caregivers who are serving as foster parents to children in state custody as is provided to non-related foster parents. This support allows for case management, referrals for service, respite care, child care, access to flexible funding, negotiated board rates based on special circumstances or needs of the children, and other services to be made available to these caregivers and the children placed in their care. Through kinship foster care, children are placed with relatives who are able to provide a safe, nurturing home for them, and are often able to remain with their siblings.

When children are in the legal custody of the Tennessee Department of Children's Services and placed with relative caregivers, these caregivers have the same approval standards and training requirements to become foster parents as unrelated caregivers. Kinship foster care policies have been revised over the past year to facilitate placement and to more effectively preserve and respect families. Policy has been modified out of a recognition that emergency situations arise where the best interest of the child may be served by placing the child in the home of a relative caregiver quickly, and by being able to approve that home for needed support in a timely manner.

Long-term relative placement is an option for children who are placed with an appropriate relative who is willing and able to assume long-term responsibility for the child but has legitimate concerns about adoption. In such

cases, DCS and the kinship foster home sign a long-term placement agreement to ensure the stability and permanency of the placement.

Adoption and Foster Care Analysis Reporting System (AFCARS) data indicates that of the 4,484 children in foster homes on June 30, 2002, 503 were in relative foster homes. That is an increase from the 343 children in relative homes in the previous year.

"Jamal's" mother could no longer care for him or his three sisters, and without the aid of extended family the children would have to go to a foster home. Jamal and his sisters had an aunt and uncle who wanted to help, but were financially unable to care for four more children in addition to the two children they had of their own. Upon learning about the family's desire to care for the children, the case manager approached the aunt and uncle with information about the Kinship Care program. The family was relieved to hear that there was a way for them to provide the care that their nieces and nephew so badly needed. They eagerly began the process to become eligible for the program and completed PATH training as quickly as possible. Through the dedication of their relatives and the financial assistance and support of the Kinship Care program, Jamal and his sisters were able to live with their aunt and uncle.

## Relative Caregiver Program

In June 2000, the Tennessee General Assembly passed legislation allowing for the development of the Relative Caregiver Program. Four million dollars was allocated to support this two-year pilot program funded through the federal Temporary Assistance to Needy Families (TANF) block grant. The Tennessee Department of Human Services is the state's recipient of TANF funds and is partnering with DCS in the development of the Relative Caregiver Program. The Department of Children's Services administers this public/private collaboration designed to support children who are not able to be raised by their parents, and who are being cared for by grandparents or other family members as an alternative to coming into DCS custody.

The Relative Caregiver Program seeks to strengthen a caregiver's ability to maintain a supportive and stable environment for children through respecting what is unique and special within each family; provide accurate, easy-to-follow information about existing resources available to families; fill gaps where services are not available; and provide financial aid. Services provided to caregivers include individual and family counseling, legal services, financial aid, recreation, homemaker services, support group participation, training, and case management, as well as providing for concrete needs such as beds, mattresses and clothing. Services provided to children include children's therapeutic groups, training, and recreation. Funds are disseminated on an as-needed basis, can be offered up to four times in one year, and are in addition to the

baseline monthly stipend through the Families First Program.

Relative Caregiver Program Data
<b>1,961 children in the care of a relative received services from the Relative Caregiver Program</b>
<b>950 relative caregivers received services</b>
<b>\$513,156.48 of direct financial aid was disseminated to relative caregivers</b>



## Adoption Services

Adoption Services are child-focused services based on the philosophy that every child has the right to a loving, nurturing, and safe family. At the end of fiscal year 2001-2002, 833 children were in the guardianship of the state of Tennessee with a permanency goal of adoption and were awaiting an adoptive placement. While they wait for families and a permanent home, these children reside in foster homes, group homes, or other residential settings. Some birth parents may make the adoption plan for their child; other parents' rights have been terminated due to abuse, neglect or the inability to provide adequate care for their child. Some of the children have significant physical, emotional or educational challenges. Most range from early school age to teenage years; some have one or more siblings.

Adoption Services provided by DCS include: services to birth parents, services to the child, services to the adoptive parents, placement and post-placement services through finalization of the adoption, adoption assistance, and post-adoption services to adult adopted persons and their birth and legal relatives.

The Tennessee Department of Children's Services was one of twenty-four states to receive federal bonus money for increasing the number of children adopted from foster care in fiscal year 2002. DCS will receive an adoption incentive bonus totaling \$806,000 from the U.S. Department of Health and Human Services. These financial incentives have been

offered to states to increase the number of adoptions of children since 1998 and Tennessee has consistently increased the number of finalized adoptions and been awarded these annual incentives.

The department has aggressively sought to strengthen the Adoptions Services program through the emphasis of timely permanence for children through adoption. Over 900 children, who had been in the state's guardianship, now have a family to call their own. This success is the result of several factors. There have been increased recruitment efforts, skill and knowledge-based training for staff and enhanced tracking and review systems to ensure timely permanency. Additionally, the Adoptions Services division has partnered with nine licensed child-placing agencies across the state, whose focus is on placing special needs children.

FY01-02 has been a historic year for the Adoptions Services program, with more children than ever having achieved permanency through adoption. In the last three years, the department has realized a more than 200%



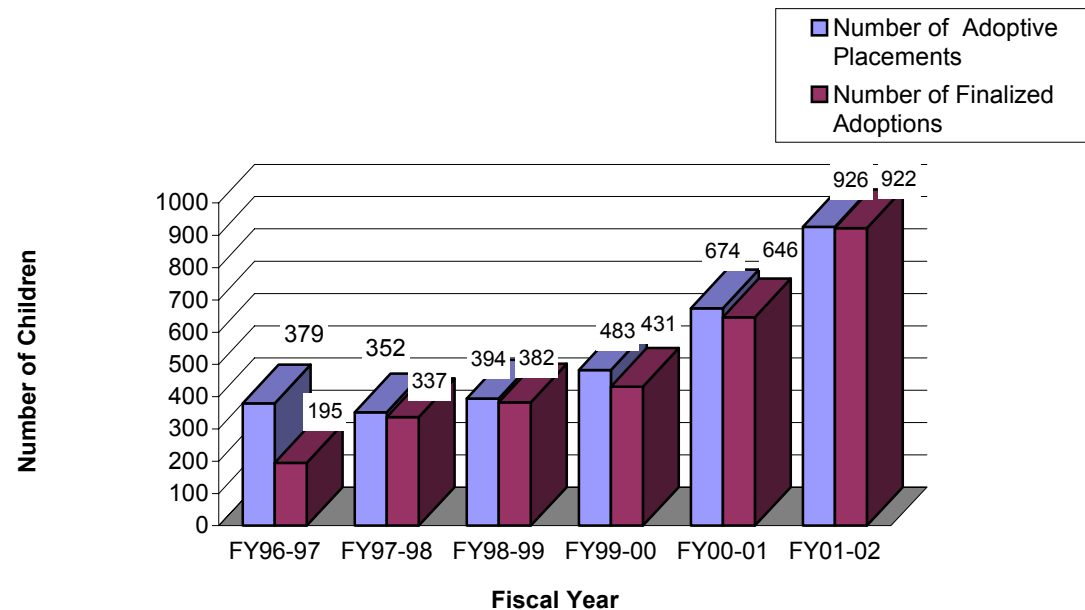
increase in the number of children achieving permanence through adoption.

The department has a website that provides the general public with information about the adoption process and features profile information and pictures of Tennessee children waiting for adoptive families. The website can be viewed at [www.state.tn.us/youth/adoptions](http://www.state.tn.us/youth/adoptions). The department continues to maintain the Resource Exchange for Adoptable Children in Tennessee (REACT) that contains a statewide computerized listing of all children awaiting families by adoption and all families with approved home studies who are available to parent through adoption.

Adoption Data
922 children experienced finalized adoptions
821 children received adoption assistance
711 children were placed with foster families
215 children were placed with single parents
963 children were waiting for adoption (This number includes children already in an adoptive placement whose adoption was not yet final.)
582 individuals were served through completed post-adoption searches
190 post-adoption searches were initiated

Four teenage siblings, three boys and one girl, came into foster care in 1996 and over the years were placed in separate foster homes. After work to reunite them with their parents did not result in the children returning home, their permanency goals were changed to adoption and recruitment began for a home for all four of them. In October 2001, the foster mother of one of the boys inquired about adopting all four of the children, and the process began to place the siblings in her home together. As of June 2002, all of the children were moved to the foster mother's home. This was the first time in five years that all of the children lived together in one home. Thanks to the openness and caring of this foster mother and the acceptance of her by the children, these four teenagers now have a new, permanent home together.

**Figure 10. Number of Children Experiencing Adoptive Placements and Finalized Adoptions FY 96-97 through FY 01-02**





## Independent Living Program

The John H. Chafee Foster Care Independence Program offers important opportunities for expanding the competencies, resiliency, and self-confidence of youth transitioning from foster care to independence. An estimated 500 young people leave foster care at age 18 or 19 each year in Tennessee without a formal connection to family. These youth are typically in need of services and support to assist with their education, physical health, mental health, employment, housing, and personal support needs. This program seeks to help these youth through provision of such services. The Oversight Committee and the Youth Advisory Council have been charged with the task of providing direction, oversight, and support to DCS for all Independent Living Program activities.

The Independent Living Program developed a four-year plan during FY00-01 in a four-stage process. During the initial phase of the project, concentration was on planning and development. The second phase of the project focused on engaging key informants throughout the state of Tennessee to identify support networks, linkages, and adult support networks available to youth. The third phase entailed developing strategies to engage key stakeholders in the process of identifying key issues that should be addressed in the four-year plan, writing the plan, and submitting the plan to the U.S. Department of Health and Human Services (HHS). DCS is now in the fourth phase of the process that focuses on planning and implementing the goals, objectives, and strategies for each year of the four-year plan.

Changes in the Independent Living Program in fiscal year 2001-2002 included developing a new intake process for post-custody services and increasing the wraparound services and incentives available to youth.

Independent Living Program Data
74 youth were served through regional youth advisory councils
64 youth were involved in a post secondary education program with continued case management support, tuition, and room and board assistance
1,486 life skill assessments were completed
Approximately 4,000 youth were served by the University of Tennessee Regional Independent Living Specialists
451 youth statewide were taught life skill classes
121 youth were served by transitional living programs
71 youth received specialized employment readiness and on-the-job training in the Memphis area
75 youth in the Nashville area received specialized assistance in order to obtain their GED and employment

"Jason" entered foster care at the age of 15 as the result of unruly charges. While in foster care, Jason worked hard at changing his behaviors and focused on his education eventually graduating from high school. He chose to continue receiving services through DCS after he turned eighteen and enrolled in technical college where he excelled. Jason received monetary awards for his good grades, which he used to help pay his tuition. Jason graduated with a bachelor's degree in the spring of 2002, and has been accepted to a graduate program of a major university in another state. Last summer as a gift from his foster parents, Jason had the opportunity to travel abroad on a trip to Europe.



## Tennessee Preparatory School

Tennessee Preparatory School (TPS) is a residential facility located in Nashville that serves adolescents who are in state custody. Historically, TPS has served children ages 12 through 18 from across Tennessee who are dependent, neglected, unruly, or delinquent with non-felony convictions.

At TPS students reside in a cottage life environment, and receive education and life skills training. In order to meet the expectations of the *Brian A.* consent decree to decrease the number of youth in congregate care facilities, the enrollment decreased from 240 students in the fall of 2001 to approximately 60 students in June of 2002. Many of the students who remained were completing their educational requirements for graduation and/or preparing to enter the Independent Living/Transitional Living Program.

In fiscal year 2001-2002, Achievement Teams were formed consisting of a student, all of his/her teachers, the case manager and the cottage parent. The teams met on a periodic basis to evaluate the student's progress. This enabled a more comprehensive method of addressing the student's individual needs.

During FY01-02, the initial stages of the Independent Living/Transitional Living program were implemented allowing students to transition from a more structured environment to one with more personal freedoms and flexibility.

While in state custody and in a placement at Tennessee Preparatory School (TPS), "Chantal" turned 18. She chose to stay at TPS until she graduated from high school and moved out on her own a month after graduation. Chantal was eager to be on her own, but waited until the time was right. She saved enough money to pay all her first month's bills and deposits; however, it wasn't easy to find a place willing to rent to an eighteen year old with no credit. Chantal faced rejection with determination and a positive attitude. She found a place to live and began her journey toward true independent living.

Chantal's interest in nursing and her desire to succeed led her to a training course, which she successfully completed to become a certified nurse technician. She passed the state certification test and has been working in a hospital for over a year. Chantal rode the bus everywhere, including to her night shift job, until she reached her next goal, which was to purchase a car. Chantal then set her sight on home ownership. She did some research and discovered a program for Metro employees who were first time homebuyers. Through this program Chantal was able to buy a home.

Chantal's next goal was to pass her T-CAP test so that she can study to become a licensed practical nurse. After missing a passing score by 1 point, Chantal was a little discouraged, but she persevered. She studied and took the test again and passed. Chantal has shown great character and has worked hard to reach her goals. She is truly a success story.

### TPS Educational Data

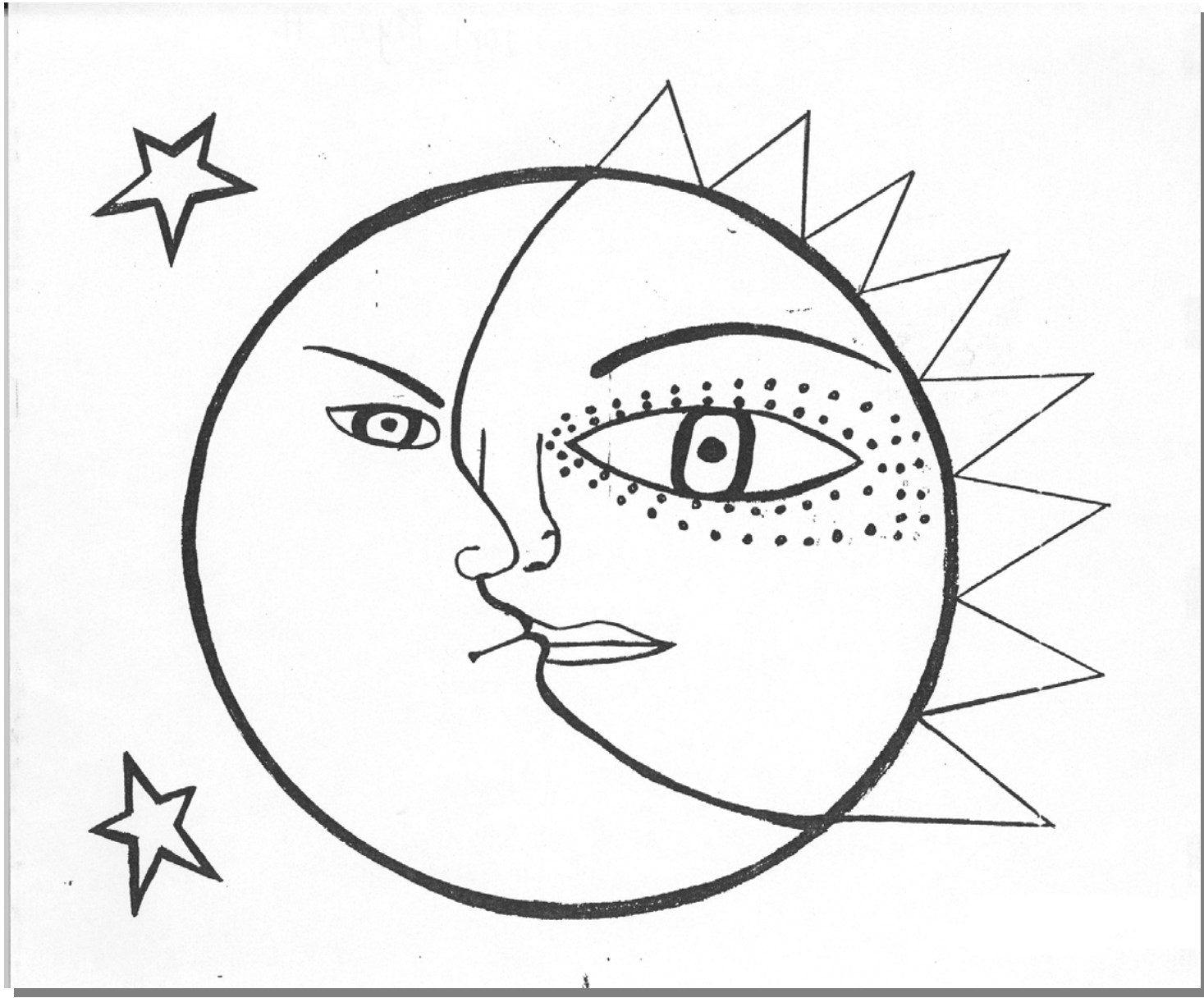
19 youth received regular high school diplomas

6 youth received special education diplomas

12 youth received general equivalency diplomas



# Permanency





"I want a family with a pretty house and lots of room to play."

Family Crisis Intervention Program  
Health Care Advocacy  
Education Services

Well-Being



## Family Crisis Intervention Program

The Family Crisis Intervention Program (FCIP) provides case management services to children who display unruly behavior and their families with the goal of preventing state custody. Through FCIP, youth who might otherwise be placed into state custody as a result of behaviors such as running away from home, truancy from school, and acting out beyond the control of their parent(s) are given an opportunity to work with their families to resolve their most immediate crisis while remaining at home. If the child and family are unable to resolve their issues after involvement with FCIP, the case is brought to the attention of the court so that further intervention may be sought, including, but not limited to, commitment to state custody. There are 12 teams across the state that provide FCIP services to families; one team is located in each of the regional Community Services Agency (CSA) offices.

### Family Crisis Intervention Program Data

6,394 children were diverted from custody through the Family Crisis Intervention Program

The program has a 96% success rate, up from FY00-01 rate of 95%

## Health Care Advocacy

The Health Care Advocacy division promotes improved access to medical and behavioral services for children in state custody or at risk of coming into state custody. Many children at risk of coming into state custody, and virtually all custodial children, qualify for and receive medical and behavioral services through TennCare. This division serves as a liaison with TennCare Select, the managed care organization (MCO) for children in state custody, and behavioral health organizations (BHO), and advocates on behalf of children in custody for the TennCare services provided by these organizations. In addition, the division manages departmental implementation of compliance with TennCare issues, assists in developing policies and procedures related to health services for children in custody, and provides central office support and technical assistance to regional Health Advocacy Units.

Regional Health Advocacy Units actively advocate for children in custody and monitor whether children are receiving Early Periodic Screening, Diagnosis and Treatment (EPSDT) as needed. These units also help case managers use the managed care system and file appeals to the TennCare Solutions Unit when MCO or BHO services for children in custody are delayed, denied, reduced, suspended or terminated. During fiscal year 2001-2002, implementation of a single managed care organization for children in custody was completed. Beginning July 1, 2001, BlueCross/Blue Shield of Tennessee's TennCare Select became the single managed care organization for children in custody. DCS collaborated with



the Bureau of TennCare and TennCare Select to transition custodial children into the MCO. TennCare Select has developed a network of Primary Care Physicians who have agreed to provide primary care, including EPSDT screenings, to children in custody. This network is called the Best Practice Network.

DCS has worked with TennCare to implement immediate eligibility for children coming into custody. Children no longer have to wait weeks for TennCare eligibility to be established in order to receive needed medical and behavioral health services. These services can now begin immediately when the child enters state custody.

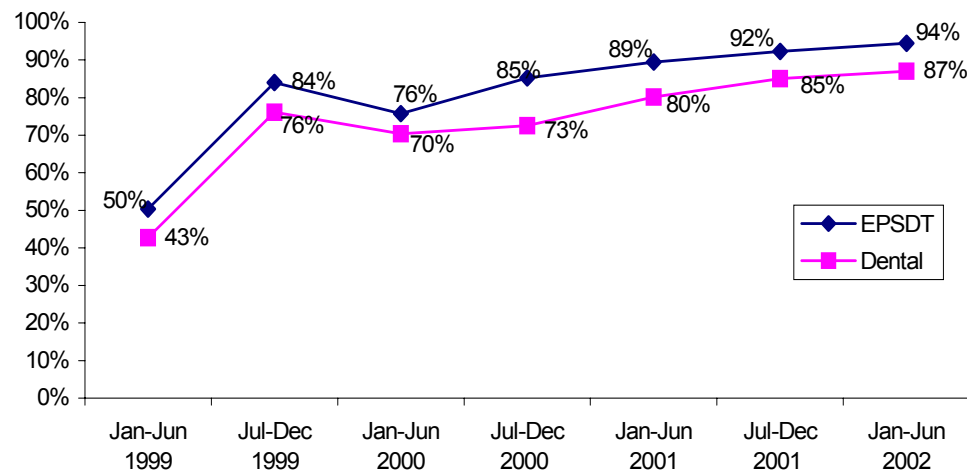
Two Centers of Excellence (COEs) began operations to provide expert medical and behavioral health case consultation to children in state custody and at imminent risk of state custody. The centers meet monthly with DCS regional offices in their catchment area to discuss difficult cases. They provide some limited direct care to children, assist in training DCS

workers, and consult with TennCare providers treating children in or at risk of custody. In January, Vanderbilt University began operating the first COE. The second COE, the Boling Center at the University of Tennessee in Memphis, became operational a few weeks later. Three additional centers are expected to begin operation by the end of calendar year 2002.

Beginning on October 1, 2001, children in DCS custody became eligible to receive mental health case management. These mental health case management services include intensive in-home programs, which can be used by DCS to promote reunification, assist pre-adoptive homes, and reduce foster home disruptions. Implementation of TennCare Select was accomplished without a reduction in EPSDT percentages.



**Figure 11. EPSDT and Dental Screen Completion Rates January 1999 through June 2002**



## Education Division

The Education division of the Department of Children's Services oversees education services for students in state custody residing in Youth Development Centers (YDCs) and in DCS group homes. This division also provides technical assistance to contract facilities with on-site schools. The DCS Education division is recognized by the TN Department of Education as a Local Education Agency (LEA).

Every youth committed to the Department of Children's Services is screened by a community or facility classification/assessment team to determine his or her educational needs. A treatment team develops an Individual Program Plan (IPP) for each student, and those eligible for special education services also receive an Individual Education Plan (IEP).

During fiscal year 2001-2002, 12 Educational Specialists and 12 Educational Attorneys were hired to serve as advocates for students in state custody. These two groups, along with the Education and Legal divisions, began helping students successfully transition from DCS educational placements to the public schools.

Accomplishments in fiscal year 2002:

- Implementation of the Special Education Automated Software (SEAS) program to assist special education teachers in providing appropriate services for students. SEAS is used by teachers to write individual education plans for students and to complete various forms that are used in special education.
- Pilot testing of PLATO (an interactive soft-



ware program) which is a self-paced computer program designed to identify students' academic needs, provide practice in the areas of need, and test for mastery of concepts.

- Evaluation of all DCS contract schools with follow-up technical assistance visits in order to improve educational programming.
- Implementation of the State of Tennessee's new vocational education curriculum in DCS schools.

## Education Division Data

523 special education students were served

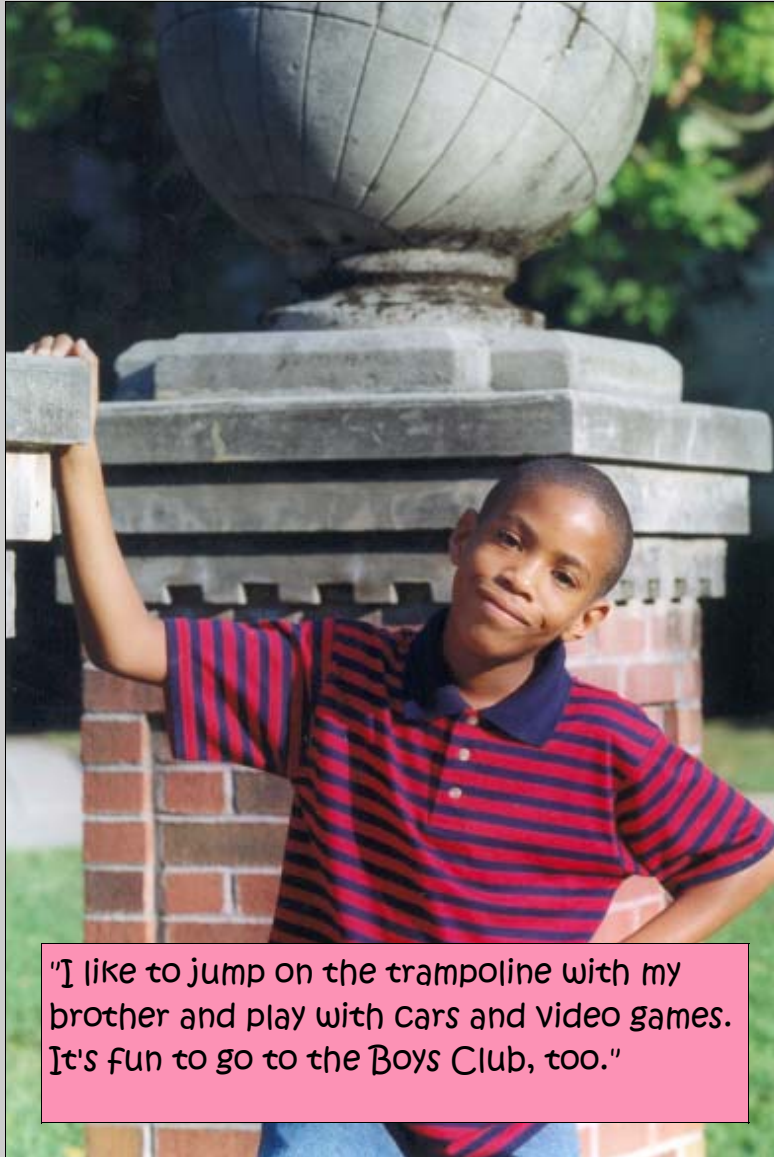
1,131 students were served in contracted in-house schools

135 students passed the GED examination

40 students received regular high school diplomas

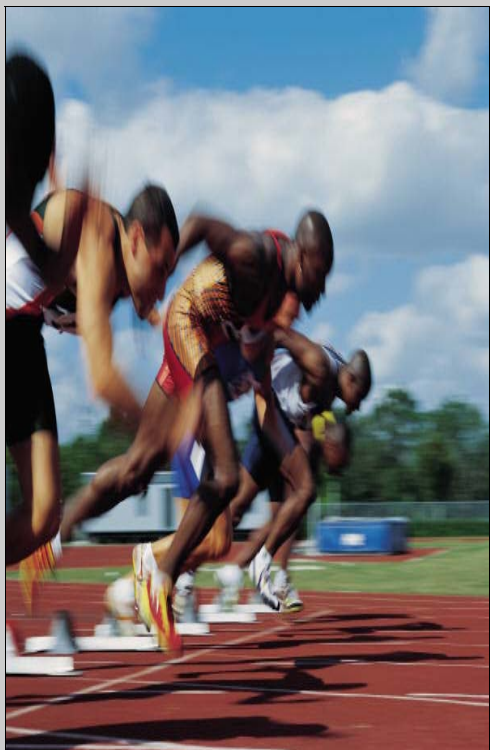
158 students received diplomas of specialized education





Juvenile Court Grants  
Juvenile Education Academies  
Probation and Aftercare  
Community Intervention Services  
Community Residential Programs  
Specialty Programs  
Youth Development Centers  
Special Populations  
Victim's Assistance Program





## Juvenile Court Grants

The 23 juvenile court-based grant programs target youth at risk of entering state custody for delinquency, truancy and other status offenses. These grants, totaling \$5,234,644, are funded solely by state revenue.

There are three types of juvenile court grant programs: custody prevention, truancy prevention, and child and family intervention. The 11 custody prevention grants cover a broad range of programs, including day treatment, intensive counseling, education, and parenting classes. Each program strives to meet the three goals of reducing the number of children committed to state custody, reducing the number of children with court charges or petitions filed against them, and improving parental/family involvement with the child.

Six truancy prevention grants focus on decreasing truancy and improving academic performance. They have similar components that support achievement of truancy prevention objectives, including attendance monitoring, GED classes, counseling, vocational skills training, and independent living skills development.

The remaining six Child and Family Intervention programs serve children who are at imminent risk of coming into state custody. These services include, but are not limited to, intake, pre-sentencing investigations, crisis intervention, case management and/or direct delivery of services, transportation, liaison for educational issues, and assistance working with court orders.

### Juvenile Court Grants Data

1,160 youth were served by the truancy prevention program

1,463 youth were served by the custody prevention program

3,434 youth were served by the family intervention program



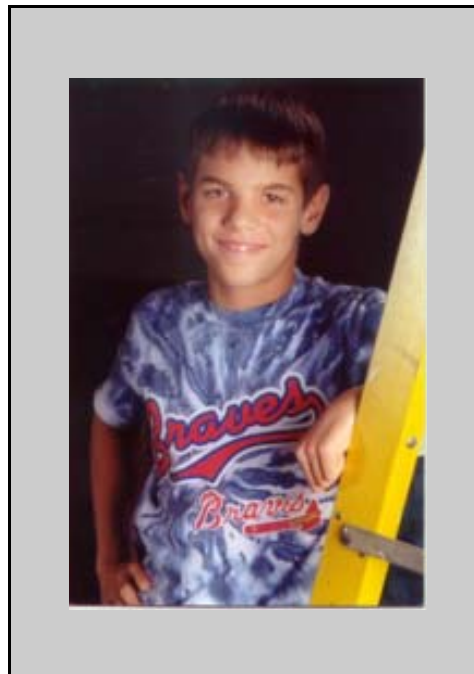
## Juvenile Education Academies

The purpose of Juvenile Education Academies (JEA) is to provide an effective learning environment and a continuum-of-care for at-risk students, to improve the safety of our schools and communities, and to reduce the likelihood that these students will enter or reenter the juvenile justice system. The population served through these programs includes youth with one or more juvenile court appearances who have not improved their behavior after suspension from school and/or time in an alternative education program, high risk students expelled from school due to violations of zero tolerance policies, and youth returning home from more restrictive placements. Each program provides education and counseling services to these youth in their communities without a need for placement in state custody.

The Department of Children's Services funded four pilot JEA programs beginning in January 1998 with a declining amount of funds each year. During fiscal year 2001-2002, the department contributed \$100,000 to each program. A total of 288 students were enrolled in the four JEAs statewide: Cleveland City Schools, 97 students; Jackson-Madison County, 121 students; Johnson City, 46 students; and Maury County, 24 students. The education programs have been successful in preventing 93.6% of their students from entering state custody.

## Probation and Aftercare

Probation and Aftercare provides case management services to youths who have been adjudicated delinquent and are living at home. The services include regular contacts with the youth, his/her family, the school, and any other agency involved with the youth. The probation/aftercare staff perform activities designed to help youths correct problem behaviors and re-channel their energies into lawful, developmentally appropriate activities.



## Intensive Aftercare Program

The department began contracting with these two agencies to provide intensive aftercare supervision in fiscal year 1999-2000. The Exit Program is located in Knoxville and is administered by the Helen Ross McNabb Center. The Reunion Program is located in Jackson and administered by Quinco Mental Health Center. These agencies make contact with youth while they are in state custody and help to transition the youth home. Once home, intensive supervision begins and youth are seen several times a week in the beginning; as progress is made the supervision level decreases. Agency staff serve as liaisons with educational programs and facilitate any needed mental health services. Both programs have significantly impacted the number of youth recommitted to the department's custody in Knox and Madison Counties.

### Intensive Aftercare Program Data

193 youth were served by the Intensive Aftercare Program

17 youth were committed to DCS custody

## Community Intervention Services

Community Intervention Services (CIS) programs provide community-based intervention, treatment, and intensive probation services for delinquent youths and their families. The department contracts with ten service providers across the state to provide intensive probation services in 52 counties. CIS programs serve youths who would otherwise be committed to state custody due to delinquency, and/or youths who have been released from custody.

### Community Intervention Services Data

1,453 youth were served by CIS Programs

615 the average number of youth under supervision each month

Average cost per day for each youth served was \$10.95 as compared to \$170 per day for each youth served at a YDC



## Community Residential Programs

The Department of Children's Services operates 13 group home facilities located throughout the state. The group homes are minimum-security, residential programs designed for youths who are adjudicated delinquent, and who have been evaluated and determined appropriate for community placement. The primary focus of each of these facilities is to provide a residence for 10 to 12 students in a structured program that includes education, community involvement, and individual program plans. All students are afforded the opportunity to reintegrate into their home community through the provision of counseling services, education, and in some cases, community service or work experience.

The group homes provide a wide range of services that include individual and group counseling, medical/dental treatment, academic/vocational training, transportation, substance abuse counseling, job training, and work opportunities. Eight of the group homes have in-house schools designed for students who have experienced difficulty adjusting in public schools. Several of the programs have strong work components and offer independent living skills training, as well as money management training, for older students.

### Community Residential Programs Data

345 youth were provided services through group home programs

203 youth were admitted for transition services

142 youth were diverted from institutional placement

233 youth were released from group homes having successfully completed programs

42 youth were awarded diplomas and/or GED certificates for completion of course work

119 youth were involved in working full or part time in the community

67% of the youth admitted to the group homes successfully completed the programs



## Specialty Programs

Lift Academy is a community-based, day treatment alternative school that serves approximately 45 youth, ages 13 to 18, from the Carter and Johnson County school systems and the Elizabethton Group Home. Lift Academy also accepts court referrals for its summer school program. Students are normally referred for serious disciplinary problems, weapons possession, or truancy.

Lift Academy provides an alternative to out-of-home placement with students staying in the program from nine weeks to one school year. The program provides students with an individualized academic and vocational curriculum designed to meet their needs by providing a positive, structured learning experience. In addition to five teachers and one teacher's aide, three counselors are on staff to provide a greater level of personal attention beyond the students' academic needs. Lift Academy concentrates on remedial work in both Math and English, as well as vocational classes in building trades and computer science. GED training is offered to those who qualify, and other courses are offered, as needed, so that students will not lose their regular high school credits.

In FY01-02, Lift Academy provided an alternative educational program for 129 students. Of the students taking the GED, 78% passed. Eighty-four percent of the students attending Lift Academy completed the program and returned to public school.

The Johnson City Observation and Assess-

ment (O&A) Center is a unique operation within the Department of Children's Services. The purpose of this 16-bed, male-only facility is to provide area juvenile courts with a detailed assessment of a youth following his adjudication, but prior to the disposition. Each student receives a complete medical, dental, psychological, substance abuse, educational, and vocational assessment during the 45-day evaluation. Services provided at the center include in-house education services, counseling, independent living skills preparation, a volunteer program, secure observation, and transportation.

### Specialty Programs Data

129 students attended an alternative educational program

78% of the students who took the GED passed it, a 2% increase from last year

84% of the youth successfully completed the program and return to public school



"John" was referred to LIFT Academy after he was caught smoking marijuana on school grounds while in the ninth grade. He did well during his stay at LIFT with only a couple of minor infractions. John was a good student and always made good grades in school. He was courteous and respectful to staff and fellow students and exhibited a very pleasant personality. John's goal was to return to his local high school and be accepted back into the school band. John worked hard to accomplish his goal and completed the program. He was able to return to his local high school where he continues to be a good student. John is now back in the band and has become the drum major.



## Youth Development Centers

The Tennessee Department of Children's Services operates four Youth Development Centers (YDC). Each YDC is a hardware-secure, residential facility that provides treatment for delinquent youth ages 13 through 18. Each student receives a comprehensive assessment upon admission and receives an individualized program plan to meet his/her needs. A full program of education, vocational skills, medical services, recreational programs, self-help and independent living skills is provided. Specialty services include therapy for a broad range of needs, alcohol and drug treatment programs, speech therapy, dental care and behavior management.

Taft YDC in Pikeville serves 175 male students from across the state. The regional institutions are Woodland Hills YDC in Nashville,

which serves 120 males from middle Tennessee and 24 females statewide; John S. Wilder YDC in Somerville, which serves 144 males from west Tennessee; and Mountain View YDC in Dandridge, which serves 144 males from east Tennessee. All of these programs target successful transition back to the community as a primary goal. The American Correctional Association accredits all four YDC programs.



"Carlos" was placed at Wilder Youth Development Center after being found guilty of aggravated robbery. Before coming into state custody, he was in the custody of his aunt because his father was incarcerated. Carlos returned to the community after completing the program at Wilder and graduated from Pearl Cohn High School with honors. He was able to get a partial scholarship and is now a student at the University of Tennessee at Knoxville majoring in finance. Carlos writes poetry in his free time and plans to attend law school after receiving his undergraduate degree. Carlos also aspires to be a sports agent, and has worked as an intern with an NFL team.

### YDC Program Data

**22** new placements were made available in the Violent Offender Program at Taft

**10** students completed the Violent Offender Program

**115** YDC students earned GED diplomas

**5** regular diplomas were earned by YDC students

**98** special education diplomas were earned by YDC students

At the age of 16, "Cherie" was committed to Woodland Hills YDC (WHYDC). She had been in foster care off and on since she was a young child and had been in several placements before entering Woodland Hills. Cherie also had a 2-year-old daughter. When she arrived at WHYDC, Cherie was a very hostile, angry young woman and found it difficult to adjust to the routine and the atmosphere of the facility. However, under all the anger Cherie's intelligence and desire to make a better life for her daughter and herself was evident and she began not only to progress in her own treatment, but to assist others as well. Cherie discovered that she possesses excellent mathematical skills and decided that she would like to go to college. Cherie received her GED certificate in July 2001 and passed the ACT in August. Cherie is now 18 years old. She was able to start college at last fall, where she is currently a sophomore. Cherie has expressed an interest in entering the medical field.

## Special Populations

The Special Populations Unit monitors placements at three facilities in the state:

- Jackson Academy in Dickson, TN, is an 18-bed secure residential treatment center for youth requiring a therapeutic environment to address serious emotional-behavioral problems. Jackson Academy served 45 youth in FY01-02. Seventeen students completed the program and were released from Jackson Academy. They spent an average of 381 days at Jackson Academy before release.
- First Hospital Corporation (FHC) in Chattanooga is a residential treatment center for aggressive juvenile offenders with significant behavioral and mental health problems. First Hospital Corporation served nine students. Of the five students that left FHC in FY01-02, three students completed the program and were released or "stepped down" to a less restrictive setting, and two students disrupted the program and were removed from the program. These students spent an average of 465 days.
- Peabody Residential Treatment Center (PRTC) is a staff-secure residential treatment center designed to provide services to male juvenile offenders with a dual diagnosis when the primary diagnosis is mild mental retardation. PRTC is the only program of this type operated by DCS. The program is accredited through the American Correctional Association and is licensed by the Tennessee Department of Mental Health and Developmental Disabilities.

ties. PRTC is located in Memphis, and has the capacity to serve eight youth. Peabody served 16 youth during FY01-02. Seven students completed the program and were released or stepped down to a less restrictive program. These seven students spent an average of 385 days at Peabody. Peabody successfully completed its American Correctional Association reapplication for accreditation audit with a score of 100% on the mandatory standards and 99.6% on the non-mandatory standards.

The Special Populations Unit also monitors placement at Taft Youth Development Center and emergency and standard mental health referrals to regional mental health institutes. There are three regional mental health facilities currently available for DCS students at Middle Tennessee Mental Health Institute in Nashville, Lakeshore Mental Health Institute in Knoxville and Western Mental Health Institute in Bolivar.



"Donte's" parents were deceased and his aunt and uncle had decided that they could no longer be responsible for him. Donte's constant behavioral issues, many of which resulted in legal charges, were more than they could handle. They chose to surrender custody to DCS. Donte felt that there was no reason for him to try to do better; after all, he had no family left. However, once Donte began working with his therapist and counselors, he found that he wanted to do better for himself. He created his motto, "I am bent on staying away from negativity." And Donte did just that, he was able to complete his program at Jackson Academy and transfer to a community placement. He is currently completing high school and hopes to attend a local barber college.

## Victim's Assistance Program

The Victim's Assistance Unit provides notification to members of the public who make a formal request for information to DCS of the release of juvenile offenders from a DCS-operated or contracted facility to a home placement. These procedures involve all parts of the community, courts, treatment facilities, law enforcement and others. The Victim's Assistance Unit also works with local and statewide victim's services organizations in order to educate the individual victims and members of the public about the release process. The unit maintains a registry of victim's service organizations in Tennessee as a referral source to inform victims about services and advocacy programs available to them.

In April 2002, the Departmental Treatment Facilities division established formal procedures to comply with TCA 37-5-123 regarding the notification of the release of juveniles who have committed a delinquent act that would constitute a felony if committed by an adult. The policies and procedures regarding notification became effective August 1, 2002. These procedures have enhanced treatment programming already in place, specifically in the Youth Development Centers.





"I would like a family with younger children, a family that travels, takes me shopping, spends time with me, and loves me".

Fiscal Services  
Personnel  
Compliance  
Information Resources  
Legal Services  
Policy, Planning and Research  
Quality Assurance  
Resource Management  
Training and Development



## Fiscal Services

### Expenditures

Total expenditures of the Department of Children's Services in FY 2002 equaled \$491,971,900. Figure 12 summarizes the department's FY 2002 expenditures.

Custody Services - \$195.8 million (39.8%). Within the custody services category, \$163.9 million (33.3%) was expended on residential contract services and \$20.6 million (4.2%) was expended on individual foster home care. The remaining \$11.1 million (2.3%) in this category was expended on other custody support services, primarily to meet treatment needs and enhance reunification efforts.

Child and Family Case Management - \$131.6 million (26.7%). This primarily represents expenditures for the 12 DCS and 12 Community Services Agency regional offices and field staff providing case management services to custodial children, adoption services, non-custodial case management, and child protective services investigations.

Family Support Services - \$43.1 million (8.8%). These expenditures include purchase of non-custodial intervention/prevention services, such as family preservation, family resource centers, regional family support services networks, community intervention grants, child abuse and sexual abuse prevention and counseling services, and juvenile justice prevention and intervention services.

Youth Development Centers - \$36.2 million (7.4%). These are expenditures for the opera-

tion of the department's four secure Youth Development Centers for delinquent youth (Mountain View, Taft, Wilder, Woodland Hills).

Administrative - \$41.8 million (8.5%). These are expenditures for DCS central office administrative operations which include the Commissioner, Deputy Commissioner and all Assistant Commissioners; the TN KIDS information system; DCS divisions of Legal Services, Fiscal Services, Personnel, and Policy, Planning and Research; provider support; institution support; and program support.

Adoption Services - \$23.7 million (4.8%). These expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and adoption support services.

Tennessee Preparatory School - \$10.4 million (2.1%). These expenditures are for the operation of the Tennessee Preparatory School.

Community Treatment Centers - \$9.4 million (1.9%). These are expenditures for the operation of the department's 13 group homes, a residential observation and assessment center, and a community educational academy, primarily for delinquent youth.

### Revenue

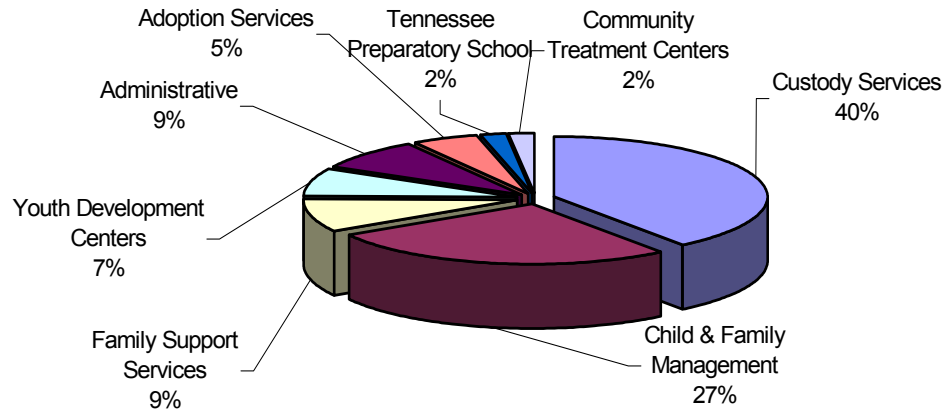
Figure 13 illustrates the sources of funding for the department's FY 2002 total expenditures. State appropriations of \$248,107,500 represented 50.4% of the total funding. The major federal funding sources were Title IV-B (\$8,555,900 or 1.7%), Title IV-E (\$35,868,100 or 7.3%), and the Social Services Block Grant (\$22,426,900 or 4.6%). TennCare funds

equaling \$147,270,700 represented 29.9% of all funding. The remaining \$17,060,100, which represented 4.1% of expended funds, came from a variety of other sources.

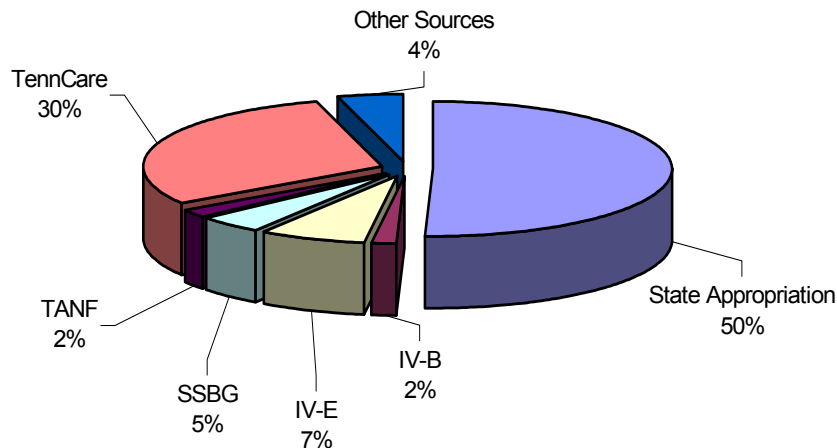
Title IV-E is a federal entitlement program. Federal guidelines require that DCS earn reimbursement based upon eligibility criteria for each child served. TennCare is a managed care waiver through which Tennessee operates its Medicaid program. TennCare functions as a capped health care entitlement program. TennCare reimbursement earned by DCS is also based upon eligibility criteria for each child served. TennCare funds are used to reimburse treatment and administration, while Title IV-E funds reimburse room and board, training, and administration. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment.



**Figure 12. FY01-02 Expenditures (\$491,971,900)**



**Figure 13. FY01-02 Revenue (\$491,971,900)**



## Personnel

The Personnel division performs and monitors all human resource functions pertaining to the hiring, promotion, and separation processes for employees; the administration of payroll and personal benefits programs; and the departmental adherence to all federal and state mandated standards for personnel related programs (EEO/ADA/Affirmative Action). The division monitors all employee compensation, as well as classification and position actions. The division conducts the department's Workers' Compensation and Assault Injury case reviews and provides oversight for these cases. The responsibility for coordinating and administering training for department employees on personnel and human resource issues also lies with this division.

In FY 01-02, staff was increased within the Department of Children's Services by 282 employees. The largest departmental increase in staff resulted from the conversion of selected Community Services Agency staff positions to state civil service status as established in the settlement agreement.

Implementation of a database for management of Workers' Compensation, Assault Injury, and Family Medical Leave Programs also began during this fiscal year. Division staff trained over 250 DCS supervisory staff on state personnel organizational policies and procedures.

## Compliance

The Compliance division was created in FY01-02 in order to ensure that the department correctly implements the principles and terms of the settlement agreement that was entered into in *Brian A. et al. vs. Sundquist, et al.* The division works to clarify and reinforce the message for reform embodied in the settlement agreement. Compliance acts as the liaison between the department and the Technical Assistance Committee during the implementation process. The Compliance division provides information and technical support to the field on issues related to *Brian A.* The division also provides information on the settlement agreement to the legislature, private providers, and to other interested persons.

The initial organization of the implementation process of the settlement agreement was accomplished in FY01-02. This included bringing to the state on a regular basis the Technical Assistance Committee, comprised of experts in the field of child welfare, established under the settlement agreement for work around program improvement. Also, the federal court monitor, began oversight of the state's compliance with the settlement agreement. Work on the Racial Disparity Study began to examine and assist with identifying any areas of disparity in services to minority children.

## Information Resources

Information Resources provides the department with the computer technology and related support needed to conduct its business. The Infrastructure unit maintains almost 6,200 pieces of computer equipment in addition to providing help desk and on-site assistance, production control, asset management, application security, and research services. The Applications unit assists divisions of the department to identify software application needs, then develops or purchases software to meet those needs. This unit then implements and maintains the software. Information Resources is guided by the department's Management Advisory Committee, which directs information technology policies, projects and priorities.

The Information Resource division achieved the following in FY01-02:

- Implemented a three-tier, application server version of TN KIDS, which established a more stable foundation on which to add TN KIDS functionality. This new version also improves system performance.
- Implemented TN KIDS enhancements relating to EPSDT, employee social security numbers, and Child Protective Services allegations.
- Completed analysis on 17 TN KIDS enhancements as identified and prioritized by the TN KIDS Project Steering Committee, and identified system requirements of the recent Brian A. lawsuit settlement.
- Completed KSSA (Kids Social Security Ad-

ministration), an on-line system that allows authorized DCS staff to access information from Social Security Administration systems.

- Developed an extract for the Department of Human Services to facilitate transfer of child support payments to DCS for children in custody.
- Redesigned the department's Intranet, where employees can access DCS forms, templates, policies, personnel directories, and the System of Support, which allows case managers to access community resources available for the children and families they serve.
- DIR currently supports 28 major system applications

### Information Resources Data

37,000 technical incidents were reported and resolved

216,000 recordings were entered into TNKIDS

397,000 cases were recorded in TNKIDS



## Legal Services

The Office of General Counsel provides legal advice and counsel to the Commissioner and departmental employees. The 69 attorneys and 14 legal assistants who staff the Office of General Counsel are located in 22 offices across the state. One attorney in each DCS region (total of 12 attorneys) specializes in educational issues faced by children in state custody.

The legal staff serving the DCS central office is primarily responsible for giving specific legal advice and counsel to the Commissioner and other DCS staff regarding the ongoing operation of the department, including employment, policy, program, legislative and fiscal matters. These staff members may also consult with field program and legal staff on specific cases, and are also responsible for planning and providing adequate legal training for all DCS attorneys. Finally, central office legal staff represents the department on all EEOC/THRC complaints and matters before the Civil Service Commission.

Field legal staff represents the department in abuse, neglect, dependency, delinquency, and unruly proceedings before the juvenile court. The attorneys counsel DCS case managers; prepare petitions alleging dependency, neglect or abuse; prepare for trials, and represent the department's position in juvenile justice matters. Additionally, after a child is placed in state custody, the attorneys continue to represent DCS throughout the entire permanency process, including foster care reviews, permanency hearings, termination of

parental rights, and the adoption process. The staff also represents the department on appeals to the Circuit and Criminal Courts regarding dependency, neglect, abuse, and unruly or delinquency matters.

The Office of General Counsel was a key participant in the negotiation of the settlement agreement for *Brian A., et al., v. Sundquist, et al.*, and is an active part of the implementation process. Both central office and field legal staff are instrumental in helping to assure that the department meets the desired objectives under *Brian A.*, as well as under the federal Adoption and Safe Families Act and other federal laws.

## Policy, Planning and Research

The Policy, Planning, and Research (PPR) division coordinates policy development, strategic planning, and research and evaluation activities for the department. The division provides senior management with the data and analyses needed to make informed decisions about DCS programs. In addition, PPR provides information to the Governor's office, the legislature, federal agencies, other state agencies, and public and private groups that work with children's issues.

The Policy Development section maintains, supports, and facilitates a system of integrated policies and procedures from the various divisions and sections that form the Department of Children's Services. The review of draft policies allows for input from staff at all levels during the development and review

phase. At the end of fiscal year 2001-2002, there were 502 approved policies on-line for all DCS staff.

The Data Analysis unit conducts analyses on data from the TN KIDS database to produce regular statistical reports for the department as well as ad hoc reports to meet other requests. It also conducts analyses and prepares reports to meet federal, state, and *Brian A.* reporting requirements.

The Planning and Evaluation unit coordinates the Child and Family Services Review for the department, including the Statewide Assessment, On-Site Review, and the development and monitoring of the department's Program Improvement Plan. This unit is also responsible for the development of the department's Annual Report and the strategic planning process. The unit handles non-TN KIDS evaluations and data projects, such as the Short Form Assessment of Children and the Critical Incident reports for the departmental treatment facilities.

Policy, Planning and Research also coordinates the review of research proposal requests from external researchers in academic institutions or other organizations. In addition, PPR coordinates the updating and testing of the Business Resumption Plan to continue departmental operations in case of a disaster or emergency.



## Quality Assurance

The Department of Children's Services provides oversight regarding the quality of services received by children in custody through the Quality Assurance (QA) division, which was organized in October 2001, and is currently under programmatic development. The division's mission is to evaluate the effectiveness of the department in assuring safety, permanency, and well-being for all children in the department's care. By reviewing the services that children in custody receive from DCS case managers and contract providers, QA will be able to report on the effectiveness of services, and inform the department of areas where improvement is needed.

The QA division is comprised of three sections: Licensure, Residential/Continuum Monitoring, and Quality Review. The Licensure section grants initial licenses and conducts the re-appraisal process, monitors licensed facilities through unannounced visits and responds to complaints.

The Residential/Continuum Monitoring section provides oversight on quality of care in contract agencies by following up on corrective action plans, responding to complaints, tracking incident reports, reviewing and approving subcontracts, conducting agency reviews, and restricting or limiting capacity in contract agencies.

The Quality Review section completes an annual statewide review of a statistically significant number of cases and compiles the results of the review, completes targeted admin-

istrative case file reviews, tracks specific reports to monitor systemic improvement, and supports quality assurance functions. The first case file review begins in early July 2002.

Early accomplishments of the division include:

- Sponsored a weekly provider update meeting to coordinate monitoring of contract agencies.
- Developed an incident tracking file.
- Developed internal review process that targets permanency issues.
- Made over 350 visits to licensed agencies.

## Resource Development

The division of Resource Development contracts with approximately 190 public and private agencies to provide out-of-home care and services to youth in custody of the Department of Children's Services and their families. Approximately 50% of out-of-home contracts are Continuum of Care contracts. Continuum of Care contracts allow both the providers and the regions to coordinate services to children and their families while allowing the flexibility to customize service delivery on an individual basis.

The division of Resource Development works with regional staff to help develop the types of services needed by the twelve regions. Staff help to recruit and train private providers to meet the needs of the families and children and to make sure that services are accountable and reflect a high quality of success. The

division of Resource Development works closely with regional staff for ongoing evaluation of the needs of the region. The division is working closely with regional staff to recruit vendors who can meet changing needs of the department. The department is moving away from large residential programs and focusing on development of smaller, more community and family-based care for youth, as close to their homes as possible.



## Training and Development

The division of Training and Development supports all staff of the department by providing training and educational opportunities for professional development and enhancement, including management, technical, division and program-specific skills. The unit is responsible for identifying training needs, developing appropriate curricula, coordinating enrollment, and tracking staff attendance at train-

ing courses. The division oversees and coordinates with private service providers who contract with the department to ensure that their staff training is comparable to that of DCS. Training is provided through in-house staff members as well as through contracts with state universities, other state departments, and private sector service providers.

This unit also provides procedures for the use of volunteers and tracks the services they provide to the department.

In FY01-02, the Training division increased staff positions by 9, and increased the division's scope of service. Strategic planning helped to define goals, objectives and priorities for the division. The division moved from centralized to regionalized provision of pre-service training for case managers in order to accommodate staff more easily.

The division completed an assessment and analysis of the pre-service training program and provided direction and monitoring of improvements to the pre-service curriculum. It was decided that the amount of training being provided on-the-job would be increased as well as the frequency of pre-service training classes; pre-service classes increased from 15 classes per year to 22 per year. The pre-service training for juvenile justice staff was also redesigned.

Other changes made to training included the revision of CWLA Supervisory Training curriculum for case manager 3's and 4's to be more appropriate and relevant for each, and the recruitment and certification of 20 volunteer

trainers from the field to deliver Sexual Harassment and Managing Performance classes in the regions.

The Training division also assigned full-time personnel to work solely with the private residential providers of the state to coordinate training requirements for employees as well as in-service training useful for all staff.

Training Division Data
264,130 hours of training were delivered to DCS staff
17,487 total training hours were reported by 16 group homes and institutions
386 volunteer hours were recorded









All he wants is a forever family for himself and his brother and sister.

Unless otherwise noted, all data were collected from TN KIDS. TN KIDS is a “live” database with ongoing additions and updates being made to data in the system. Due to this continual process, results may vary based on the time a report is generated.



Table 1. Children Entering and Exiting Custody by County of Commitment FY01-02

County of Commitment	2000 Population Estimates Age 0-19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change ( +/- )
			Delinquent	Dependent/ Neglected	Unruly			
Anderson	18193	4.7	29	52	4	85	68	17
Bedford	10730	6.0	27	31	6	64	104	(40)
Benton	4002	4.5	5	13	0	18	12	6
Bledsoe	3160	3.8	10	2	0	12	16	(4)
Blount	26895	3.8	23	61	18	102	110	(8)
Bradley	23754	4.2	18	81	1	100	101	(1)
Campbell	10147	6.0	11	48	2	61	63	(2)
Cannon	3593	4.7	5	12	0	17	29	(12)
Carroll	7635	2.9	6	16	0	22	12	10
Carter	13694	5.0	46	22	1	69	51	18
Cheatham	10739	2.0	13	6	2	21	48	(27)
Chester	4521	4.2	1	18	0	19	18	1
Claiborne	7814	10.6	24	54	5	83	78	5
Clay	1920	4.7	1	8	0	9	12	(3)
Cocke	8468	10.6	30	55	5	90	89	1
Coffee	13344	5.2	21	44	4	69	60	9
Crockett	4047	1.7	6	1	0	7	8	(1)
Cumberland	11018	5.6	20	40	2	62	56	6
Davidson	145100	4.9	238	449	31	718	897	(179)
Decatur	2803	1.1	0	3	0	3	3	0
DeKalb	4470	8.7	9	29	1	39	30	9
Dickson	12575	8.1	59	38	5	102	70	32
Dyer	10554	3.4	21	12	3	36	48	(12)
Fayette	8193	6.1	15	27	8	50	51	(1)
Fentress	4465	5.4	10	11	3	24	22	2
Franklin	10485	6.7	25	42	3	70	97	(27)
Gibson	12708	9.0	27	80	7	114	85	29
Giles	8036	6.8	18	33	4	55	47	8
Grainger	5249	3.8	7	13	0	20	29	(9)
Greene	15554	6.2	37	36	24	97	102	(5)
Grundy	3983	6.8	8	19	0	27	45	(18)
Hamblen	15056	6.8	40	58	4	102	96	6
Hamilton	80089	4.5	103	252	7	362	352	10
Hancock	1754	8.6	8	5	2	15	17	(2)
Hardeman	7423	3.1	21	2	0	23	27	(4)
Hardin	6486	4.0	8	17	1	26	26	0
Hawkins	13649	6.6	42	21	27	90	102	(12)
Haywood	5979	6.9	13	24	4	41	54	(13)
Henderson	6878	2.9	5	7	8	20	40	(20)
Henry	7617	4.6	11	23	1	35	39	(4)
Hickman	6070	3.8	7	15	1	23	27	(4)
Houston	2134	8.9	1	16	2	19	13	6
Humphreys	4694	7.0	7	19	7	33	24	9
Jackson	2712	9.6	4	21	1	26	12	14
Jefferson	11582	4.8	22	30	4	56	58	(2)
Johnson	3801	6.3	11	12	1	24	19	5
Knox	98177	3.5	112	232	2	346	316	30
Lake	1648	4.2	3	4	0	7	8	(1)
Lauderdale	7467	10.3	26	50	1	77	78	(1)

Table 1. (continued)

County of Commitment	2000 Population Estimates Age 0-19 *	Commitment Rate (per 1,000 Age 0-19)	Entering by Adjudication			Total Number Entering	Total Number Exiting	Net Change (+/-)
			Delinquent	Dependent/Neglected	Unruly			
Lawrence	11479	4.4	8	30	13	51	58	(7)
Lewis	3243	3.7	0	11	1	12	12	0
Lincoln	8255	7.6	20	34	9	63	59	4
Loudon	9336	5.7	5	46	2	53	55	(2)
Macon	5814	9.5	7	43	5	55	41	14
Madison	26915	8.0	53	150	12	215	231	(16)
Marion	7311	5.2	13	21	4	38	41	(3)
Marshall	7546	4.8	22	13	1	36	42	(6)
Maury	20132	3.9	45	21	12	78	81	(3)
McMinn	13007	3.5	22	21	3	46	55	(9)
McNairy	6417	1.9	6	5	1	12	26	(14)
Meigs	3030	9.2	13	11	4	28	18	10
Monroe	10679	4.7	20	23	7	50	71	(21)
Montgomery	42444	4.3	49	113	22	184	223	(39)
Moore	1491	0.0	0	0	0	0	2	(2)
Morgan	5082	1.2	1	5	0	6	10	(4)
Obion	8373	3.7	9	21	1	31	37	(6)
Overton	5157	2.9	1	13	1	15	18	(3)
Perry	2042	9.8	6	12	2	20	9	11
Pickett	1197	0.8	0	1	0	1	1	0
Polk	3968	2.8	6	0	5	11	9	2
Putnam	16508	5.9	29	65	3	97	100	(3)
Rhea	7625	2.9	12	7	3	22	24	(2)
Roane	12794	7.2	26	66	0	92	74	18
Robertson	15976	5.6	49	35	5	89	136	(47)
Rutherford	54969	1.3	17	52	3	72	87	(15)
Scott	6130	11.9	6	67	0	73	90	(17)
Sequatchie	3064	3.9	4	6	2	12	24	(12)
Sevier	18111	5.1	22	65	5	92	61	31
Shelby	278743	1.9	115	421	6	542	794	(252)
Smith	4994	6.0	4	24	2	30	35	(5)
Stewart	3289	4.6	6	9	0	15	13	2
Sullivan	36866	5.7	89	100	20	209	248	(39)
Sumner	37757	4.4	54	96	17	167	184	(17)
Tipton	16427	4.6	13	62	0	75	104	(29)
Trousdale	1950	4.1	1	7	0	8	6	2
Unicoi	4025	9.9	27	7	6	40	41	(1)
Union	5059	11.1	5	51	0	56	42	14
Van Buren	1418	16.2	2	21	0	23	25	(2)
Warren	10260	11.4	28	79	10	117	85	32
Washington	26078	5.4	44	70	26	140	153	(13)
Wayne	4008	7.7	16	15	0	31	31	0
Weakley	9360	5.1	8	37	3	48	36	12
White	5998	10.8	17	45	3	65	60	5
Williamson	40140	1.9	17	49	11	77	92	(15)
Wilson	25500	6.2	52	98	7	157	142	15
<b>Total</b>	<b>1561032</b>	<b>4.4</b>	<b>2183</b>	<b>4312</b>	<b>449</b>	<b>6944</b>	<b>7555</b>	<b>(611)</b>

\* 2000 Population Estimates Age 0-19 taken from U.S. Census Bureau, Census 2000.

Table 2. Number and Percentages of Children Remaining in Custody by County of Commitment on June 30, 2002

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Anderson	52	37%	83	58%	7	5%	142
Bedford	34	34%	61	62%	4	4%	99
Benton	4	15%	23	85%	0	0%	27
Bledsoe	12	67%	6	33%	0	0%	18
Blount	41	26%	85	54%	31	20%	157
Bradley	21	14%	121	83%	3	2%	145
Campbell	9	13%	59	82%	4	6%	72
Cannon	5	11%	37	84%	2	5%	44
Carroll	10	26%	28	72%	1	3%	39
Carter	38	55%	29	42%	2	3%	69
Cheatham	18	35%	32	62%	2	4%	52
Chester	1	5%	19	95%	0	0%	20
Claiborne	14	18%	58	75%	5	6%	77
Clay	0	0%	11	100%	0	0%	11
Cocke	30	27%	73	66%	7	6%	110
Coffee	20	21%	70	72%	7	7%	97
Crockett	6	50%	6	50%	0	0%	12
Cumberland	18	27%	46	69%	3	4%	67
Davidson	267	24%	831	74%	32	3%	1130
Decatur	1	8%	11	92%	0	0%	12
DeKalb	7	23%	22	71%	2	6%	31
Dickson	68	46%	71	48%	8	5%	147
Dyer	23	44%	26	50%	3	6%	52
Fayette	17	27%	36	58%	9	15%	62
Fentress	5	29%	10	59%	2	12%	17
Franklin	16	20%	61	77%	2	3%	79
Gibson	24	27%	58	65%	7	8%	89
Giles	20	22%	65	71%	7	8%	92
Grainger	11	33%	21	64%	1	3%	33
Greene	35	26%	68	50%	33	24%	136
Grundy	4	10%	37	90%	0	0%	41
Hamblen	48	30%	106	66%	6	4%	160
Hamilton	137	21%	505	77%	15	2%	657
Hancock	5	21%	19	79%	0	0%	24
Hardeman	24	60%	14	35%	2	5%	40
Hardin	8	20%	31	78%	1	3%	40
Hawkins	30	29%	50	48%	25	24%	105
Haywood	13	24%	38	69%	4	7%	55
Henderson	5	18%	20	71%	3	11%	28
Henry	12	27%	32	73%	0	0%	44
Hickman	5	26%	13	68%	1	5%	19
Houston	0	0%	12	75%	4	25%	16
Humphreys	6	15%	24	62%	9	23%	39
Jackson	5	17%	24	80%	1	3%	30
Jefferson	23	29%	53	67%	3	4%	79
Johnson	10	28%	25	69%	1	3%	36
Knox	122	20%	481	79%	5	1%	608
Lake	3	33%	6	67%	0	0%	9
Lauderdale	29	25%	82	71%	5	4%	116

Table 2. (continued)

County of Commitment	Adjudication						Total
	Delinquent		Dependent/Neglected		Unruly		
	Number	Percent	Number	Percent	Number	Percent	
Lawrence	6	13%	28	60%	13	28%	47
Lewis	2	15%	9	69%	2	15%	13
Lincoln	17	22%	52	68%	7	9%	76
Loudon	10	19%	39	75%	3	6%	52
Macon	6	10%	45	78%	7	12%	58
Madison	66	28%	148	64%	19	8%	233
Marion	10	18%	41	73%	5	9%	56
Marshall	23	46%	23	46%	4	8%	50
Maury	39	39%	45	45%	15	15%	99
McMinn	23	25%	59	65%	9	10%	91
McNairy	8	31%	17	65%	1	4%	26
Meigs	13	42%	15	48%	3	10%	31
Monroe	22	26%	56	66%	7	8%	85
Montgomery	58	22%	181	70%	21	8%	260
Moore	0	0%	1	100%	0	0%	1
Morgan	1	11%	8	89%	0	0%	9
Obion	11	48%	11	48%	1	4%	23
Overton	3	13%	20	83%	1	4%	24
Perry	3	11%	21	78%	3	11%	27
Pickett	0	0%	2	100%	0	0%	2
Polk	4	29%	4	29%	6	43%	14
Putnam	28	20%	107	76%	5	4%	140
Rhea	12	32%	20	54%	5	14%	37
Roane	30	29%	73	70%	1	1%	104
Robertson	45	41%	61	56%	3	3%	109
Rutherford	29	28%	68	66%	6	6%	103
Scott	3	9%	31	91%	0	0%	34
Sequatchie	3	21%	10	71%	1	7%	14
Sevier	36	26%	91	66%	10	7%	137
Shelby	122	9%	1288	91%	10	1%	1420
Smith	4	11%	32	84%	2	5%	38
Stewart	5	56%	4	44%	0	0%	9
Sullivan	81	26%	207	67%	21	7%	309
Sumner	50	22%	149	66%	27	12%	226
Tipton	16	16%	83	83%	1	1%	100
Trousdale	1	9%	10	91%	0	0%	11
Unicoi	12	34%	18	51%	5	14%	35
Union	6	13%	42	88%	0	0%	48
Van Buren	1	4%	22	96%	0	0%	23
Warren	22	18%	87	73%	10	8%	119
Washington	34	25%	84	61%	19	14%	137
Wayne	13	41%	19	59%	0	0%	32
Weakley	9	14%	52	83%	2	3%	63
White	12	20%	48	79%	1	2%	61
Williamson	14	18%	60	75%	6	8%	80
Wilson	47	31%	98	64%	8	5%	153
Total	2276	23%	7288	72%	539	5%	10103



Table 3. Children in Custody by Region and Gender on June 30, 2002

Region	Gender		Total
	Male	Female	
Davidson	572	346	918
East Tennessee	736	531	1267
Hamilton	397	266	663
Knox	362	264	626
Mid Cumberland	860	638	1498
Northeast	489	406	895
Northwest	216	146	362
Shelby	762	668	1430
South Central	316	221	537
Southeast	273	237	510
Southwest	408	321	729
Upper Cumberland	368	296	664
<b>Total</b>	<b>5759</b>	<b>4340</b>	<b>10099</b>
<b>Total Percent</b>	<b>57.00%</b>	<b>42.96%</b>	<b>99.96%</b>

Note: As of the Sept. 13, 2002 extract date, 4 records, or 0.04%, did not have demographic or region of assignment data recorded.



Table 4. Children in Custody by Region and Age on June 30, 2002

Region	Age Group					Total
	0 - 1	2 - 4	5 - 12	13 - 18	19 +	
Davidson	58	79	178	587	16	918
East Tennessee	76	85	315	783	9	1268
Hamilton	39	57	171	392	4	663
Knox	44	66	164	345	8	627
Mid Cumberland	79	172	412	826	11	1500
Northeast	38	76	246	520	15	895
Northwest	21	32	87	218	4	362
Shelby	79	196	502	627	26	1430
South Central	33	46	118	340	0	537
Southeast	35	59	130	281	5	510
Southwest	52	76	180	418	3	729
Upper Cumberland	52	93	206	305	8	664
<b>Total</b>	<b>606</b>	<b>1037</b>	<b>2709</b>	<b>5642</b>	<b>109</b>	<b>10103</b>
<b>Total Percent</b>	<b>6.0%</b>	<b>10.3%</b>	<b>26.8%</b>	<b>55.8%</b>	<b>1.1%</b>	<b>100.0%</b>

Note: data taken from Sept. 13, 2002 extract.

Table 5. Children in Custody by Region and Race/Ethnicity June 30, 2002

Region of Assignment	Race / Ethnicity								Total
	White Non-Hispanic	Black/African American Non-Hispanic	Hispanic	Multiple Race Non-Hispanic	Asian	American Indian/Alaskan Native	Native Hawaiian/Pacific Islander	Unable To Determine	
Davidson	277	581	21	29	6	4	0	0	918
East Tennessee	1120	67	45	30	0	2	1	0	1265
Hamilton	209	418	9	20	5	0	0	1	662
Knox	350	242	12	20	0	1	0	1	626
Mid Cumberland	971	412	54	52	5	3	1	0	1498
Northeast	795	60	13	20	2	4	0	1	895
Northwest	243	108	5	5	0	1	0	0	362
Shelby	179	1229	8	5	6	0	0	3	1430
South Central	406	99	17	11	0	4	0	0	537
Southeast	451	44	12	3	0	0	0	0	510
Southwest	333	365	11	20	0	0	0	0	729
Upper Cumberland	596	24	35	5	2	2	0	0	664
<b>Total</b>	<b>5930</b>	<b>3649</b>	<b>242</b>	<b>220</b>	<b>26</b>	<b>21</b>	<b>2</b>	<b>6</b>	<b>10096</b>
<b>Total Percent</b>	<b>58.70%</b>	<b>36.12%</b>	<b>2.40%</b>	<b>2.18%</b>	<b>0.26%</b>	<b>0.21%</b>	<b>0.02%</b>	<b>0.06%</b>	<b>99.93%</b>

Note: As of the Sept. 13, 2002 extract date, 7 records, or 0.07%, did not have demographic or region data recorded.

Table 6. Children in Custody by Age, Gender and Race on June 30, 2002

Race / Ethnicity	0 - 1		2 - 4		5 - 12		13 - 18		19 +		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
White Non-Hispanic	176	157	292	259	772	753	2050	1414	33	24	5930
Black/African American Non-Hispanic	103	106	217	168	564	467	1266	711	27	20	3649
Hispanic	11	16	30	18	26	31	63	45	0	2	242
Multi-Race Non-Hispanic	13	14	20	29	42	31	29	40	1	1	220
Asian	0	2	1	0	6	5	6	6	0	0	26
American Indian/Alaska Native	0	2	1	1	2	4	5	6	0	0	21
Native Hawaiian/Pacific Islander	0	0	1	0	0	1	0	0	0	0	2
Unable to Determine	0	2	0	0	1	2	0	0	0	1	6
<b>Total</b>	<b>303</b>	<b>299</b>	<b>562</b>	<b>475</b>	<b>1413</b>	<b>1294</b>	<b>3419</b>	<b>2222</b>	<b>61</b>	<b>48</b>	<b>10096</b>

Note: As of the Sept. 13, 2002 extract date, 7 records, or 0.07%, did not have demographic or region data recorded.

Table 7. Children in Custody by Placement Settings on June 30, 2002

Placement Program Name	Number of Children	Percent
Alcohol & Drug Program	65	0.6%
Diagnostic, Evaluation, and Assessment	170	1.7%
Detention	88	0.9%
Emergency/Temporary Shelter	54	0.5%
Foster Family Home *	5474	54.2%
Group Home	604	6.0%
In-Home	445	4.4%
Mental Health / Medical Treatment	138	1.4%
Residential Treatment	1162	11.5%
Runaway	540	5.3%
Special Residential School	72	0.7%
Supervised Independent Living	71	0.7%
Trial Home Visit	621	6.1%
Youth Development Center	511	5.1%
<b>Total</b>	<b>10015</b>	<b>99.1%</b>

Note: As of the Sept. 13, 2002 extract date, 88 records, or 0.9%, did not have placement data recorded.

\* 3700 children (67.6%) are in DCS Foster Homes, 1774 children (32.4%) are in Other Agency Foster Homes.



Table 8. Discharge Reasons for Children Exiting Custody FY01-02

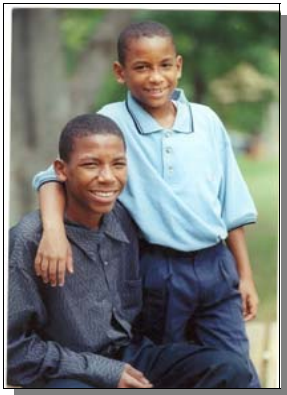
Discharge Reason	Number of Children	Percent
Reunification with Parents or Primary Caretakers	4404	58.3%
Living with Other Relatives	1076	14.2%
Adoption	886	11.7%
Emancipation	776	10.3%
Guardianship	12	0.2%
Transfer to Another Agency	108	1.4%
Runaway	84	1.1%
Death of Child	11	0.1%
Not Applicable/Other Reason	198	2.6%
<b>Total</b>	<b>7555</b>	<b>100.0%</b>

Note: data taken from Sept. 13, 2002 extract.

**Table 9. Direct Service Staff Vacancies on June 30, 2002**

Region	Number of Positions	Number of Vacancies
Davidson	192	15
East	258	22
Hamilton	128	9
Knox	138	14
Mid-Cumberland	287	22
Northeast	183	18
Northwest	105	0
Shelby	287	46
South Central	158	6
Southeast	106	11
Southwest	172	4
Upper Cumberland	152	4
<b>Total</b>	<b>2166</b>	<b>171</b>

Note: For the purposes of this report Direct Service Staff includes Case Managers 1,2 & 3 and Probation/Parole Officer 3  
Source: Personnel Department records

**Table 10. Average Annual Salary for Positions with Case Management Responsibility FY01-02**

Position	Average Annual Salary
Case Manager 1	\$21,957.10
Case Manager 2	\$25,700.55
Case Manager 3	\$28,983.00
Probation/Parole Officer 3	\$30,314.40

Source: Personnel Department records



# Strategic Plan Summary 2001-2003

## SAFETY

**Goal:** Work with communities to provide prevention and intervention services to protect children, strengthen families and supervise youthful offenders

Objectives:

- Increase the capacity to receive and respond to allegations of child abuse and neglect and to provide services to prevent the recurrence of child abuse and neglect
- Reduce the number of unruly youth unnecessarily placed in state custody
- Decrease youth violence, alcohol/drug use, HIV/AIDS, adolescent pregnancies, and youth access to tobacco
- Provide services to delinquent youth with adequate security to maintain community safety

## PERMANENCY

**Goal:** Provide appropriate care for children and youth in state custody close to home and return them to their families or provide for permanency of care in a timely manner

Objectives:

- Complete initial assessments of children and youth placed into state custody in a timely manner

- Place children and youth in appropriate placements in a timely manner and close to home
- Expand and improve the available DCS foster homes
- Shorten the time that children and youth remain in foster care before either reuniting with their families or reaching other permanency
- Increase the adoption rate of children in state guardianship
- Improve the percentage of children and youth who leave state custody and do not return to state custody
- Implement a comprehensive independent living plan for eligible youth in state custody, guardianship or voluntary care and for those who "age out" of care on their 18<sup>th</sup> birthday

## CHILD AND FAMILY WELL-BEING

**Goal:** Increase community involvement, local decision-making and accountability for funding and services

Objectives:

- Enhance health services to children and youth in state custody
- Improve the academic progress of all children and youth in custody

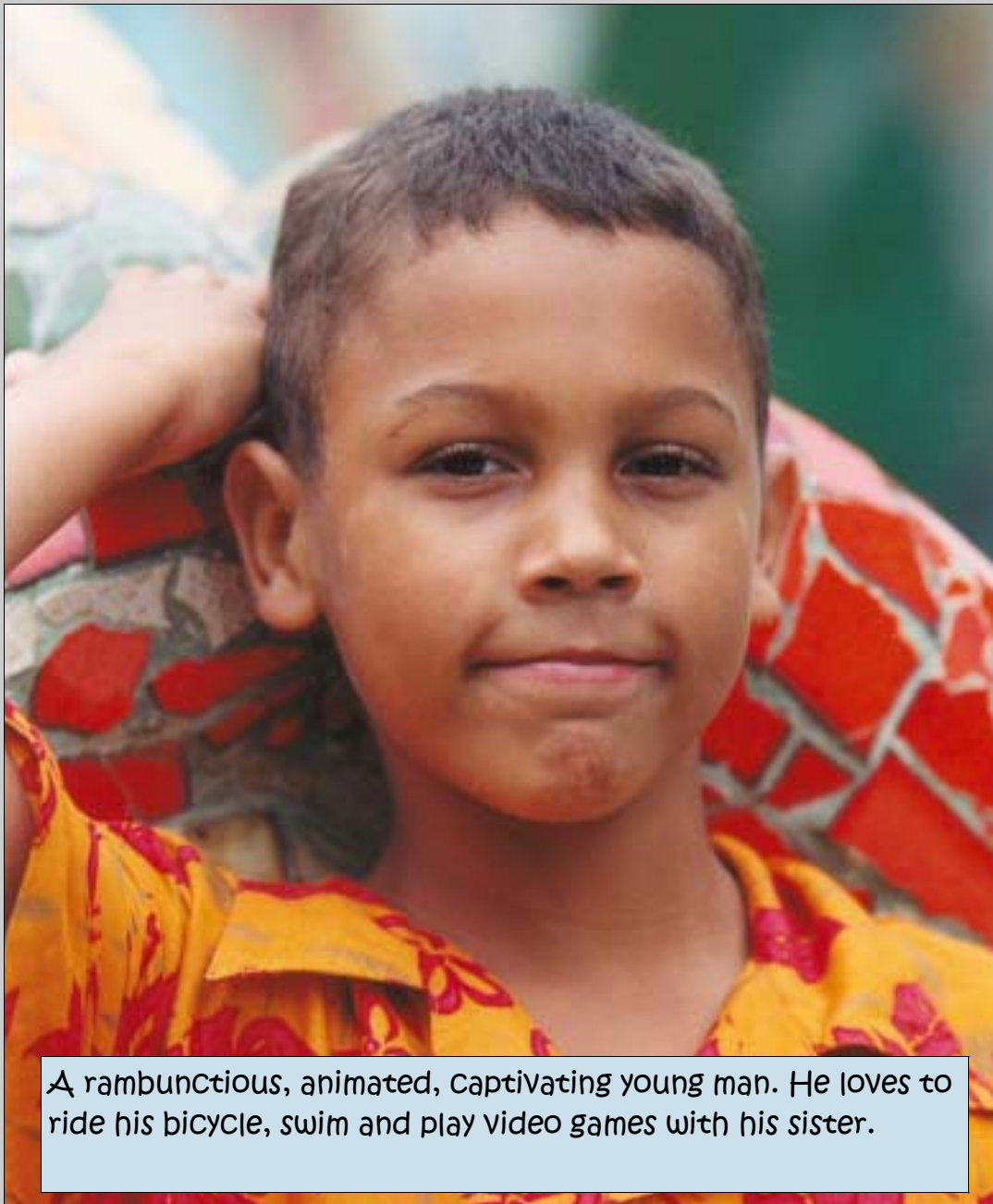
- Create and maintain partnerships with community agencies and organizations to coordinate community-based services for prevention, diversion and intervention
- Establish and monitor outcome-based contracts for community-based prevention, intervention and diversion services
- Establish accountability for funds and services in contracts

## SUPPORTING CLIENT OUTCOMES

**Goal:** Create an effective management and delivery system to ensure services are provided in a timely and cost-effective manner

Objectives:

- Develop and retain a highly skilled workforce
- Improve departmental processes through the use of technology and innovation
- Improve the financial management internal controls
- Maximize existing revenue due and available to the state
- Ensure the continuity of departmental services
- Actively engage in the strategic planning process



A rambunctious, animated, captivating young man. He loves to ride his bicycle, swim and play video games with his sister.

## Glossary

# Glossary

**ACA Accreditation:** The American Correctional Association (ACA) and the Commission on Accreditation for Corrections (CAC) are private, nonprofit organizations that administer the only national accreditation program for all components of adult and juvenile corrections, with the purpose of promoting improvement in the management, through the administration of a voluntary accreditation program.

**Adjudication:** The outcome of the court's process to determine the validity of allegations made in a petition or complaint. The process consists of the presentation of witnesses and evidence by oral testimony or written statements, and arguments by counsel or the parties.

**Adjudication of Delinquency:** A juvenile court has found beyond a reasonable doubt that a child has committed a delinquent act. TCA 37-5-103

**Adoption Assistance:** The federal or state programs available to adoptive parent(s) adopting special needs children to enable them to meet the child's maintenance, medical, psychological, or other needs.

**Aftercare:** The period of supervision of a delinquent youth beginning at commitment to the custody of the Department of Children's Services and continuing until the youth is removed from legal custody and supervision.

**Allegation:** A charge or claim of fact in a report of child abuse or neglect or in a petition. It must be proven, if the report or petition is to be found true. The abuse report lists specific

events, injuries, or threats (such as physical abuse, neglect, sexual abuse, or emotional abuse) as an introduction to the report's specific allegations.

**Assessment:** The ongoing process that is the foundation for all case management decisions made for families and children relative to the intensity of their level of care services and type of placement, if out of home placement is warranted.

**Block Grant:** A system of disbursing funds to meet health, education and social welfare needs while permitting the recipient organization(s) to determine how best to distribute the money.

**Board Payments:** Board payments financially support children in DCS custody or receiving services voluntarily past 18 years of age. There are 3 types of board payments: standard, special circumstances, and negotiated rates. Board payments are made to the foster parents caring for children.

**Case File Review:** A paper review of an indicated perpetrator's case file by DCS Commissioner (or designee) without the legal representation of either the department or the perpetrator.

**Case Manager:** A DCS employee responsible for providing case management services to children under the State's supervision, in State custody, or at risk of State custody and their families.

**Case Recordings:** The ongoing chronological

narrative written by a case manager in a case file that serves to document each contact or to document any activity related to the case.

**Child Advocacy Centers:** Agencies or organizations that champion the rights of children to be free from abuse or exploitation, and to have opportunities to develop toward their full potential.

**Child Protective Investigation Team (CPIT):** A legally mandated (TCA 37-1-607), multidisciplinary team that conducts investigations of alleged sexual abuse or other severe child abuse. A CPIT includes one DCS case manager, one District Attorney's office representative, one juvenile court officer or investigator, one properly trained law enforcement officer with county-wide jurisdiction, the Child Advocacy Center director/designee, and one mental health profession representative (optional).

**Child Protective Services (CPS):** A program division of DCS whose purpose is to investigate allegations of child abuse and neglect and provide and arrange preventive, supportive, and supplementary services.

**Civil Service Register:** The document or record containing the names of the highest-ranking eligible candidates available for a class of positions for consideration by an appointing authority in filling a vacancy.

**Child Sexual Abuse:** Commission of any act involving the unlawful sexual abuse, molestation, fondling or carnal knowledge of a child as stated in TCA 37-1-602.

**Commitment:** The legal placement of a child/youth in the care and custody of the Tennessee Department of Children's Services.

**Community Aftercare:** Supervision of a youth who has been released from custody and who is subject to conditions imposed by the courts and the Department of Children's Services.

**Concurrent Planning:** In child welfare services the casework approach that focuses on timely, appropriate implementation for achieving permanence for children, whether it is reunification, relative placement, or termination of parental rights.

**Contract Providers:** Individuals and organizations that have entered into a legal agreement to perform services for the department.

**Custody:** The control of actual physical care of the child, including the rights and responsibility to provide for the physical, mental and moral well being of the child.  
TCA 37-1-102 (b) (8).

**Delinquent Act:** An act designated a crime under the law, including local ordinances and federal law, excluding traffic offenses other than failure to stop when involved in an accident, driving under the influence, vehicular homicide, or any other traffic offenses classified as a felony. TCA 37-1-102

**Dependent and Neglected Child:** A child who is without a parent, guardian, or legal custodian or whose parent, guardian, or person with whom the child lives, is unable to properly care for the child, or neglects or refuses to

protect the child. TCA 37-1-102(b)(12).

**Detention:** The temporary confinement of a child, who has been adjudicated delinquent, in a secure area.

**Determinate Commitment:** A commitment of a delinquent youth by the Juvenile Court to the Department of Children's Services for specified offenses (Class A felonies) for a sentence not exceeding that of Range I for an adult offender and not to extend beyond the youth's nineteenth (19<sup>th</sup>) birthday.

**Diligent Search:** A case manager's detailed search for the whereabouts of persons who, by law, are entitled to receive notice and an opportunity for a hearing (Due Process) prior to an adjudicatory hearing concerning their rights as parents. A diligent search also seeks to identify extended family members who may serve to provide a network of support for the child and family.

**Early Periodic Screening, Diagnosis & Treatment (EPSDT):** The preventive health care services provided under TennCare (Tennessee's Managed Care Medicaid program) to children under the age of 21.

**Entitlement Grant:** A transfer of funds from one organization or individual to a group of people who belong to a specified class.

**Finding:** The closing of a specific allegation with a decision that the evidence does or does not lead to a reasonable conclusion that the abuse occurred. Each allegation must be closed with a finding of "indicated" (true) or

"unfounded" (untrue).

**Flexible Funding:** Monetary resources made available for the purpose of acquiring additional services or goods that can be used to prevent the need for state custody or to return a child home who is in state custody.

**Foster Care Review Board:** An advisory body appointed by a juvenile court judge, which reviews the status of each neglected and dependent, and unruly child's case in DCS custody at least once within the first 90 days of initial placement in DCS custody and within every 6 months thereafter.

**Foster Parent:** A person who has been trained and approved by the department or a licensed child-placing agency to provide full-time temporary out-of-home care in a private residence for children who, for various reasons, can no longer remain in their own home.

**Guardian Ad Litem:** The attorney appointed to represent the best interests of the child in court proceedings. The Guardian Ad Litem's role differs from that of an attorney for the child, in that the child's attorney is bound to do what the child, his client, directs, while the Guardian Ad Litem must represent the child's best interests to the court, even if best interests differ from what the child wants.

**Guardianship:** The legal status of a child when all parental rights to the child have been terminated by surrender, court order, clearing the Putative Father Registry and DCS has guardianship of the child with the right to consent to the child's adoption.



**In-Home Services:** The process of providing services to a child and his/her family within their home or place of residence, rather than in an outside service setting.

**Independent Living:** Consists of a series of developmental activities that provide service opportunities for young people to gain the skills required to live healthy, productive, and responsible lives as self-sufficient adults. The provision of Independent Living Services is required for any child in DCS custody age 16 years of age or older.

**Indeterminate Sentence:** A commitment to the Department of Children's Services for an indefinite period of time.

**Individual Education Plan (IEP):** A written record of the decisions reached by members of an M-Team stating specific educational and related services designed to meet the individual needs, interests, and abilities of each youth determined to be disabled.

**Individual Program Plan (IPP):** The method used by DCS to document the needs of its youth and the provision of meeting those needs with treatment modalities. The IPP process is the basis for determining progress toward desired goals and eventual discharge.

**Intake (CPS):** The process DCS case managers follow in accepting oral or written complaints, reports or allegations of child abuse or neglect for investigation which includes gathering the information needed to determine if a Child Protective Services investigation is war-

ranted, determining the urgency of the situation and then initiating the appropriate response.

**Interstate Compact on Juveniles:** An agreement between all fifty states, the District of Columbia, Guam and the Virgin Islands authorizing out-of-state supervision of delinquent juveniles who are eligible for aftercare (parole) or probation; provides for the return to their home state of absconders, escapees and non-delinquent runaways; and includes the cooperative institutionalization of delinquent juveniles.

**Interstate Compact on the Placement of Children:** A uniform law enacted by all fifty states, the District of Columbia, and the Virgin Islands that establishes orderly procedures for the placement of children across state lines into other party states for the purpose of foster care or preliminary to an adoption and fixes responsibility for those involved in placing the child.

**Investigation:** A fact-finding and emergency service engagement process with the preliminary goal of protecting children from abuse or neglect.

**Least Restrictive Placement:** An out-of-home placement alternative that best preserves the family, or minimizes the impact of separation. Placement may involve brief stays with relatives, a shelter, or temporary foster care.

**Legal Risk Placements:** Legal risk placements identify those placements of children with a family who has made a permanent commitment to the child should the child become

free for adoption. This population of children includes those who, at the onset of entering state custody, meet criteria for whom reasonable efforts to birth parents are not required and/or those children who may be at legal risk of termination of parental rights.

**M-Team (Multidisciplinary Team):** A team whose purpose is to determine eligibility of a youth for Special Education and related services, and who develop an individual educational plan (IEP) for eligible students.

**Neglect:** Acts of commission or failure to provide for basic needs of a child including, but not limited to, food, medical care, and safe living conditions.

**Openness in Adoption:** Openness in adoption is a plan in which identifying or non-identifying information is openly shared between birth and adoptive parents. A continuum of openness ranges from the exchange of non-identifying information to on-going contact between the families after finalization of the adoption.

**Parental Rights:** The legally recognized rights and responsibilities to act as a parent, to care for, to name, and to claim custodial rights with respect to a child.

**PATH (training):** Training for foster care, kinship care, and adoption, entitled Parents as Tender Healers.

**Permanency Planning:** The process of intervention and decisive case work on the part of the case manager, focusing on choosing the least restrictive permanent outcome for the

child, i.e., return to parent, relative placement, adoption, or independent living in a timely manner.

**Physical Abuse:** Actions directed toward a youth including, but not limited to, slapping, kicking, hitting, throwing, imposing physical exercise, placing in a physically uncomfortable or embarrassing position, sexual contact or fondling, and ordering, permitting, or encouraging another to engage in such behavior, and the misuse of force in violation of policy.

**Physical Abuse (CPS):** Any knowing use of force that resulted in great bodily harm or that reasonably could have resulted in great bodily harm because of the child's vulnerabilities.

**Probation:** Supervision of a youth who has been adjudicated delinquent by a court and who is subject to conditions imposed by the court and probation division.

**Putative Father Registry:** A register of information maintained by the Central Office Adoption unit of those men who have submitted the required information necessary to register their intent to claim paternity of a child.

**REACT (Resource Exchange for Adoptable Children in Tennessee):** The state exchange for registering approved adoptive parent(s) and children available for adoption. DCS contracts with the Center for Adoption for management of REACT.

**Reasonable Efforts:** The department's obligation under state and federal law and as a part of sound casework practice, to attempt risk reduction services prior to removing children

from the homes.

**Respite Care:** Refers to the periodic temporary care of the child away from his/her usual caregiver for a short period of time, usually a few days to a week. Respite care allows the caregiver time away from the daily responsibilities of caregiving due to crisis situations and/or the stress of caring for a child with severe physical, emotional or behavioral problems.

**Restitution:** A legal action serving to make good, or give back an equivalent for some injury or deed.

**Risk:** The likelihood or potential that a child will suffer child neglect or abuse in the foreseeable or immediate future, if DCS fails to intervene with a plan for temporary child safety and risk reduction services.

**Risk Assessment (CPS):** A clearly defined process of using interviewing, observation, and evidence collection to develop an accurate, reliable, and relevant written description of a family's current risk status. This risk description is used to support structured analysis and sound professional decisions by counselors' intent on ensuring the protection of children.

**Safety Plan or (Plan for Temporary Child Safety):** The plan for insuring a child's safety based on the initial and updated risk assessments and documented in the summary section of the risk assessment form. The plan specifically addresses what must be done to ensure that the risks posed by perpetrator access are removed; specific expectations for

placement, if removal is needed; and what services in the home are expected to be adequate for ensuring the child's safety.

**Severe Child Abuse:** As defined by Tennessee law, the knowing exposure of a child to or the knowing failure to protect a child from, abuse or neglect that are likely to cause great bodily harm or death and the knowing use of force on a child that is likely to cause great bodily harm or death; and/or specific brutality, abuse, or neglect towards a child which in the opinion of qualified experts has caused or will reasonably be expected to produce severe psychosis, severe neurotic disorders, severe depression, severe developmental delay or retardation, or severe impairment of the child's ability to function adequately in his environment, and the knowing failure to protect a child from such conduct. TCA 37-1-102 (21)

**Surrender of Parental Rights:** The legal document whereby the birth parent or guardian of the child voluntarily relinquishes his/her rights or rights of guardianship and responsibilities directly to DCS, a child-placing agency or directly to the prospective adoptive parent for the purpose of adoption.

**Surrogate Parent:** Refers to the person appointed by the Local Educational Authority to serve on M-Team staffings in the place of parents who are unavailable or unwilling to participate.

**Targeted Case Management:** The process of focusing on a particular aspect or aspects of a case in order to bring about specific changes.

**Temporary Custody:** The legally ordered status of a child when an adult or an agency receives physical care, control, and supervision of a child for a limited time. Temporary custody is subject to the remaining rights and duties of the parent or guardian and to any limitations in the court's order.

**TennCare:** A managed healthcare program for Tennesseans who are either eligible for Medicaid, or are uninsured or uninsurable.

**Title IV-E:** A section of the Social Security Act that provides funding for the maintenance of children in foster care who meet certain Temporary Assistance for Needy Families (TANF) eligibility criteria and who meet certain legal requirements, e.g., best interests, reasonable efforts.

**TN KIDS:** A statewide database application developed by the TN Department of Children's Services to provide efficient access to information about children and families served by DCS.

**Trial Visits:** The return of physical custody of the child for a specific time period to a parent, relative or other appropriate individual to determine whether legal custody should be granted; however, the state retains legal custody during the trial visit period.

**Unruly Child/Youth:** A child in need of treatment and rehabilitation who habitually and

without justification is truant from school while subject to compulsory schools attendance under TCA 49-6-3007; or is habitually disobedient of the reasonable and lawful commands of parents/guardians or other legal custodians to the degree that such child's health and safety are endangered; or commits an offense which is applicable only to a child; or is a runaway.

**Visitation:** Regular contact between a child/youth and his/her parents as mandated and defined by federal foster care legislation.

**Willful Abandonment:** A period of four consecutive months immediately preceding the filing of a proceeding or pleading to terminate the parental rights of the parent/guardian of the child who is the subject of the petition, in which the parent/guardian either have willfully failed to visit or have willfully failed to support or make reasonable payments toward the support of the child.

**Wraparound Funds:** Funds used to provide appropriate support for living arrangements that will lead toward permanency for children and youth in DCS custody.

## Acronyms

**AFCARS** Adoption and Foster Care Analysis Reporting System

**ASFA** Adoption and Safe Families Act

**BHO** Behavioral Health Organization

**CA/N** Child Abuse/Neglect

**CAPTA** Child Abuse Prevention and Treatment Act

**CASA** Court Appointed Special Advocate

**CBT** Computer-based Training

**CCFR** Commissioner's Case File Review

**CFSP** Child and Family Services Plan

**CFSR** Child and Family Services Review

**COE** Centers of Excellence

**CPI** Community Prevention Initiative

**CPIT** Child Protective Investigation Teams

**CPORT** Children's Program Outcome Review Team

**CPS** Child Protective Services

**CSA** Community Services Agency

**CWLA** Child Welfare League of America

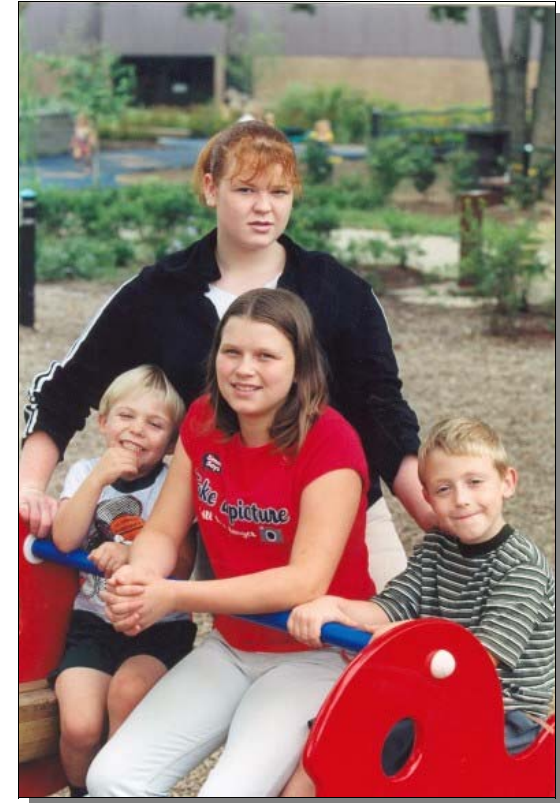
**DCS** Department of Children's Services

**DHHS** U.S. Department of Health and Human Services

**DOE** Tennessee's Department of Education

**DOH** Tennessee's Department of Health

<b>EPSDT</b>	Early Periodic Screening, Diagnosis and Treatment	<b>SACWIS</b>	Statewide Automated Child Welfare Information System
<b>FCIP</b>	Family Crisis Intervention Program	<b>SSBG</b>	Social Service Block Grant
<b>FSS</b>	Family Support Services	<b>STARS</b>	Tennessee's state accounting system
<b>FY</b>	Fiscal Year	<b>SWAT</b>	See What Adoption Takes
<b>GED</b>	General Education Development Diploma	<b>TACC</b>	Tennessee Association of Child Care
<b>ICPC</b>	Interstate Compact on the Placement of Children	<b>TANF</b>	Temporary Assistance for Needy Families
<b>IDEA</b>	Individuals with Disabilities Education Act	<b>TCA</b>	Tennessee Code Annotated
<b>IEPA</b>	Inter-ethnic Placement Act	<b>TCCY</b>	Tennessee Commission on Children and Youth
<b>MCO</b>	Managed Care Organization	<b>TCFPT</b>	Tennessee Child Fatality Prevention Teams
<b>MEPA</b>	Multi-ethnic Placement Act	<b>TennCare</b>	Tennessee's Medicaid system
<b>NCANDS</b>	National Child Abuse and Neglect Data System	<b>TFCA</b>	Tennessee Foster Care Association
<b>PATH</b>	Parents as Tender Healers	<b>TN KIDS</b>	DCS Statewide Automated Child Welfare Information system
<b>PCP</b>	Primary Care Physician	<b>TPR</b>	Termination of Parental Rights
<b>PPR</b>	DCS Division of Policy, Planning, and Research		
<b>PSC</b>	Project Steering Committee		
<b>QA</b>	Quality Assurance		
<b>REACT</b>	Resources for Adoptable Children in Tennessee		





The majority of the children pictured in this report are Tennessee children waiting for an adoptive family. For more information regarding these or any other children awaiting adoption, please contact the Resource Exchange for Adoptable Children in Tennessee (REACT) at 1-800-807-3228 or refer to the website [www.state.tn.us/youth/adoptions](http://www.state.tn.us/youth/adoptions). Information about how to become an adoptive parent is listed on this site, as well as profiles of the children available.

Artwork used in the report was created by children and youth in group home and foster home settings, as well as children attending a Davidson County public school. DCS would like to thank all those who contributed.



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